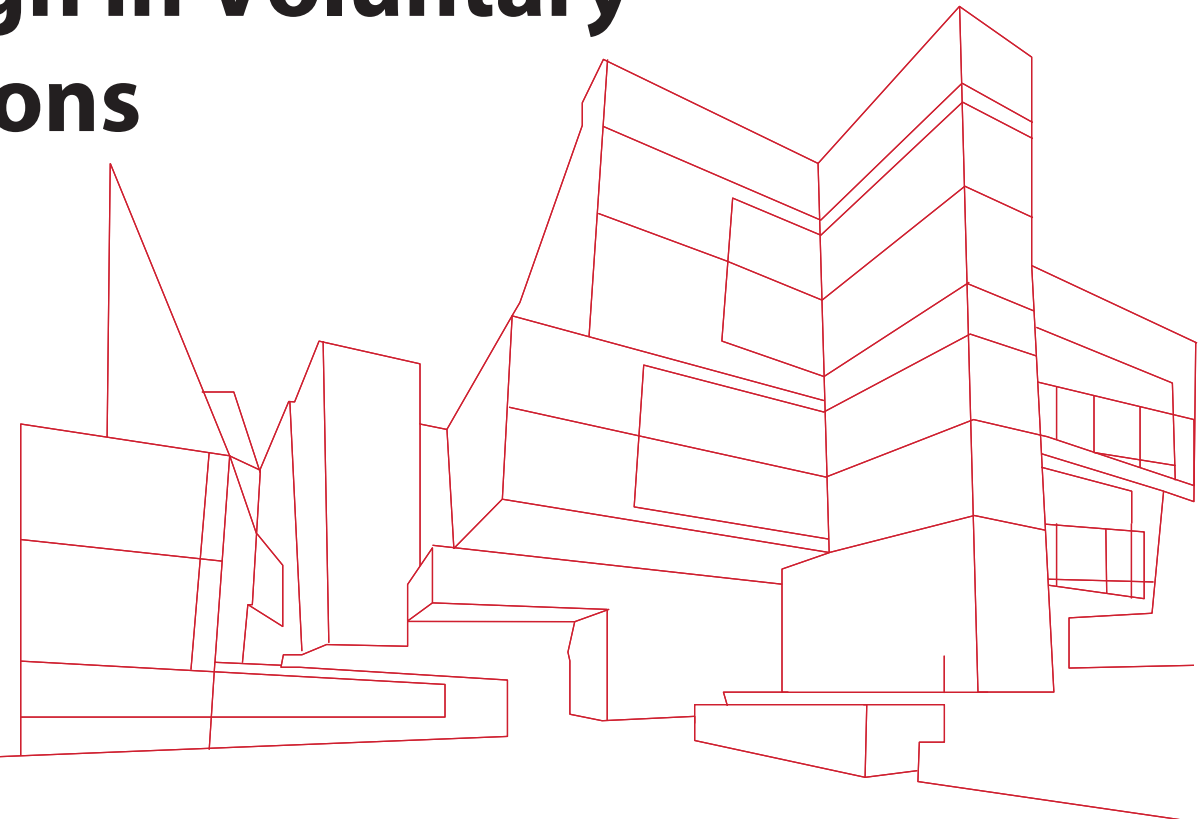


Newcastle, England

The Extent of Transformation: Measuring the Impact of Design in Voluntary Community Sector Organisations

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“What is the value of Design for Service approach to develop public services in the Voluntary Community Sector?”

The aim

- Explorative, first PhD in this area
- Building on increasing use of Service Design in public sector
- Value during times of austerity



DATA SOURCE

CAPTURED BY

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	6 months	12 months	
<i>Action Research Design Activity</i>											
Outcome-based data	█	█	█	█	█	█	█	█	█	█	Photographs, documentation, and specific methods depending on outcome
Design Practice feedback	█	█	█	█	█	█	█	█	□	□	Audio, video recorded plus specific evaluation methods for individual tools
Project meetings	█	█	█	█	█	█	█	█	□	□	Audio recorded
<i>Semi-structured Interviews</i>											
CDG Capture sheets (personal, reflective)	█	█	█	█	█	█	█	█	█	█	Designed notebook for use as prompt
CDG Semi-structured interviews (internal)	█	□	□	□	□	□	□	█	█	█	Audio recorded
CDG Semi-structured interviews (external)	□	□	□	□	□	□	□	█	□	□	Audio recorded, independently transcribed
<i>Reflection-on-Action</i>											
Researcher's log (personal)	█	█	█	█	█	█	█	█	□	□	Completed recording templates

Methodology

- Three project settings (charities) comprise one exploratory case study
- Had to be a registered charity with an income from charitable activities between £200,000 and £500,000 per year
- 8 weeks, full time and data collected in same way in each setting

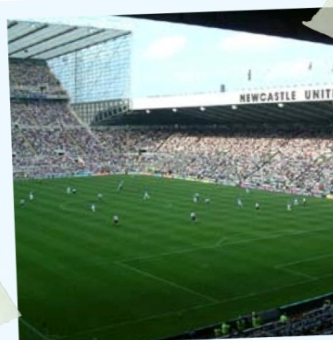
Consultation 4 - Tyne Metropolitan College, 16 yr olds

Friday 23 November, 19 young people, 0 currently attend YMCA North Tyneside

We conducted a consultation with 16 year old students at Tyne Metropolitan College, asking them to complete a very short questionnaire about their interests and regional specialism for working with young people, the majority of whom can travel to other parts of the region.

Question 1 - What makes you happy?

61% being with friends



St James' Park

Question 2 - What makes you sad?

Charity B - Impact

- Focus: Improving the membership services
- BIG Lottery Grant worth £190k
- New, simplified membership structure
- Improved customer communication



Question 3 - What is your favourite activity?

- Gym
- Gaming
- TV
- Tennis
- Motor
- Football
- Shopping
- Pool
- Dancing
- Activities you would like to try?
- Rolling
- Football
- Bungee Jumping
- ng
- Bowling
- Golf
- Dancing



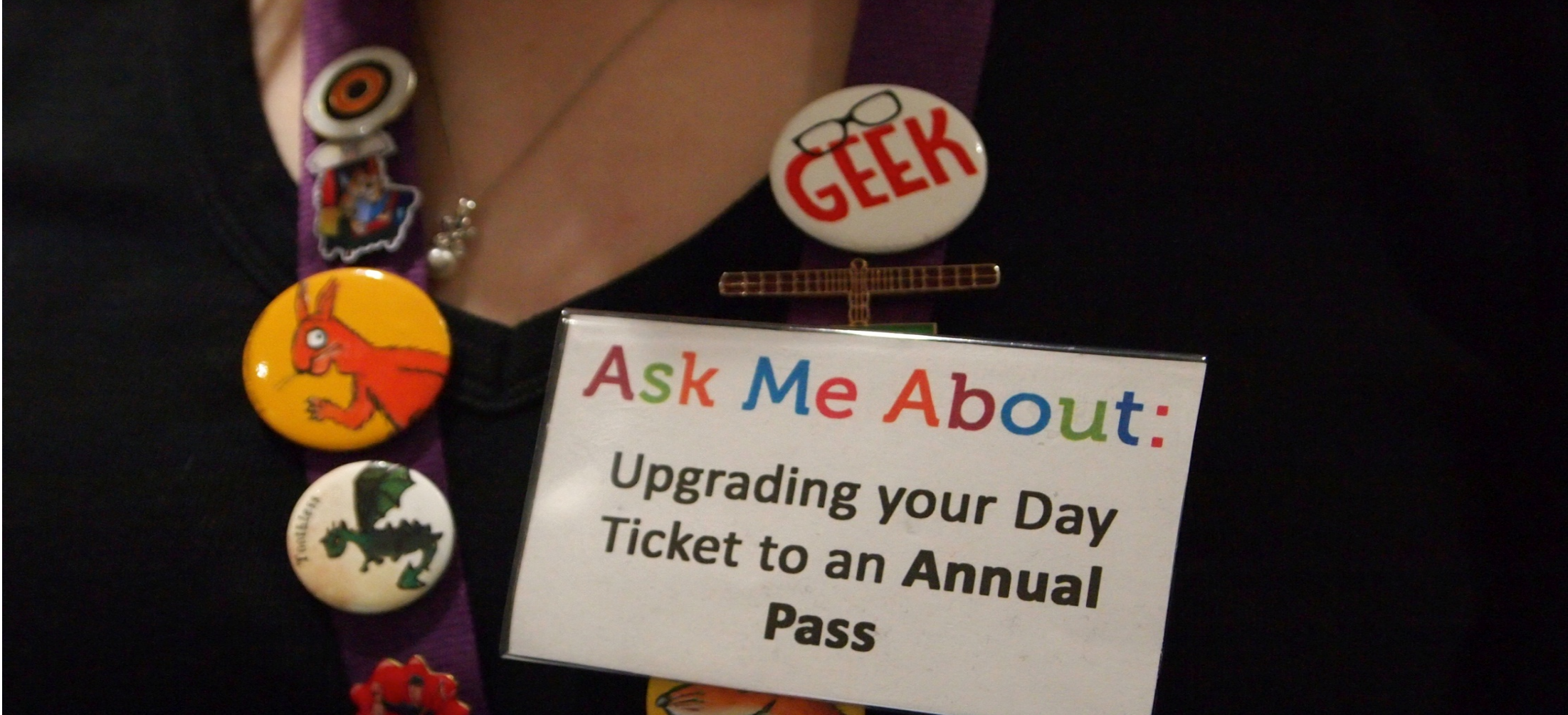
YMCA North Tyneside @YMCANTyneside · May 23
 We have won a #BIG lottery grant of nearly £200,000 to help fund a new dYstinctive project for young people with additional needs.

Introducing Idols @IntroducingIdol · May 23
 @YMCANTyneside congrats! X

- This group have identified being with friends as being key to their happiness and wellbeing. Currently TyneMet College have had to significantly reduce their extra-curricular activities, so dYstinctive would provide a welcome opportunity for this group to socialise.

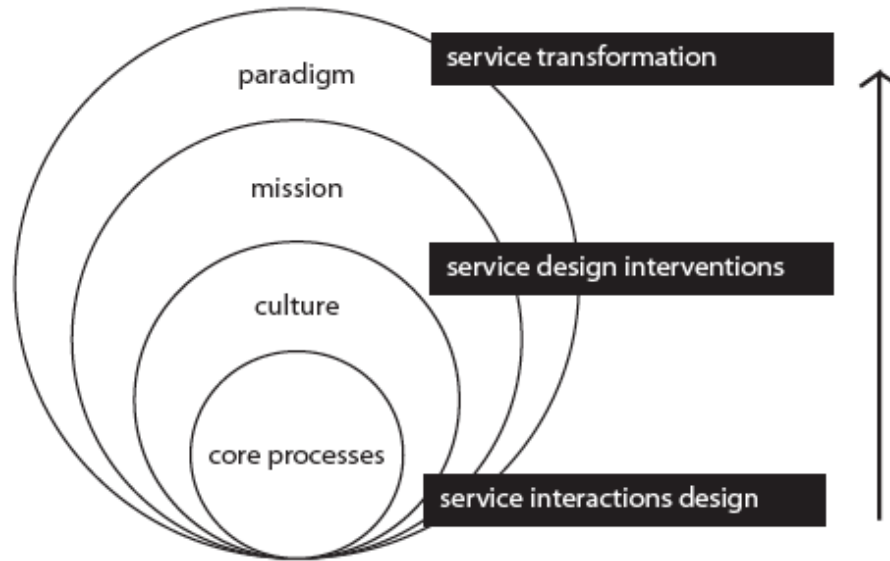
- Furthermore, over half the group identified boredom as something that makes them sad, which makes it even more important that sessions such as dYstinctive are made available to this group of young people.

- The participants have indicated a number of activities that they enjoy which are currently offered at dYstinctive. They have also expressed a desire to try more specialised activities, therefore youth workers will explore opportunities to provide such activities in a safe way.



Charity C – Impact

- Focus: Improving customer experience for centre visitors
- 300% rise in their annual pass upgrades, which equates to £52,500 a year
- Increased collaboration between departments
- A shift in organisational culture, new policies and new process



How to measure *extent* of impact

- Some models suggesting process for transformation, but none suggesting how to categorise the change

Evidence of transformativ design objects:

- 1 = a single design object in use that alters the way the organisation relates to some stakeholders;
- 3 = a series of design objects in use that alters the way the organisation relates to some stakeholders;
- 5 = numerous distinct designed objects in use across various services/offerings, that alters the way the organisation relates to all of its stakeholders.

Indicator one: Transformative Design Objects

- Non-traditional design outcomes e.g. job descriptions
- Used and valued

Evidence of a new perspective:

1 = a new way of viewing a challenge or service that has influenced behaviour on a limited number of occasions;

3 = a new way of viewing challenges, services or a system that has been applied in certain situations;

5 = a new way of viewing challenges, services and systems, applied consistently to all decision making.

Indicator two: A new perspective

- A new way of viewing their organisational challenges and services

Evidence of a community of advocates:

1 = one advocate of the DfS approach and some sharing of the approach within their organisation;

3 = one or more advocates of the DfS approach, with some sharing of the approach within and outside of their organisation, and the intention to engage DfS experts in the future;

5 = numerous DfS advocates, extensive sharing of the approach within and outside of their organisation, and the engagement of DfS experts.

Indicator three: A community of advocates

- A community of project stakeholders who are advocates for the approach

Evidence of design capability:

1 = one stakeholder who is able and confident to use one or more design tool(s) to consider a specific challenge;

3 = one or more stakeholders who are confident and able to use several design tools to consider a specific challenge;

5 = a group of project stakeholders that are confident and able to use a plethora of design tools to consider a range of challenges.

Indicator four: Design Capability

- Advocates of the approach are able to apply it themselves

Evidence of new power dynamics:

1 = one stakeholder who has been more involved than they have been previously, in the development of a service or system, on at least one occasion;

3 = one or more stakeholders who are more involved than they have been previously, in the shaping and development of services or systems, on a regular basis;

5 = a group of project stakeholders that are more involved than they have been previously, in the shaping and development of services or systems, and it is now part of their job description to do so.

Indicator five: New Power Dynamics

- A change in the level of permission or job remit as a result of the project

Evidence of new organisational standards:

1 = new policies and procedures for one or more services;

3 = new policies, and a new vision or aim for one of the organisation's services or systems;

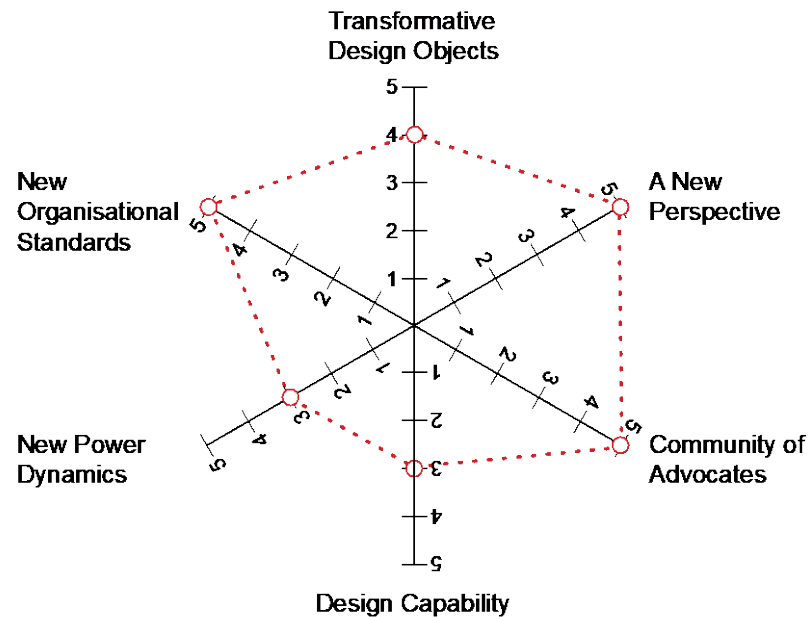
5 = new mission, vision, aims, and policies for the organisation and its services.

Indicator six: New organisational standards

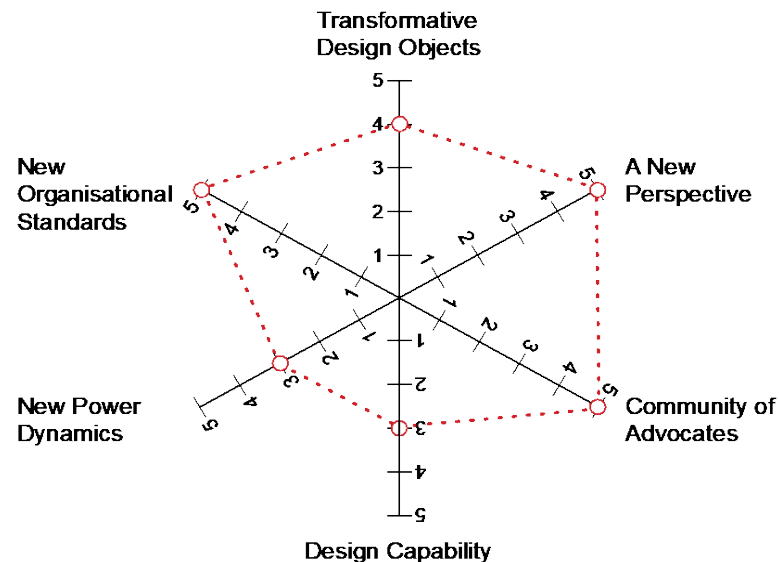
- New policies, aims and visions that creates a new organisational worldview



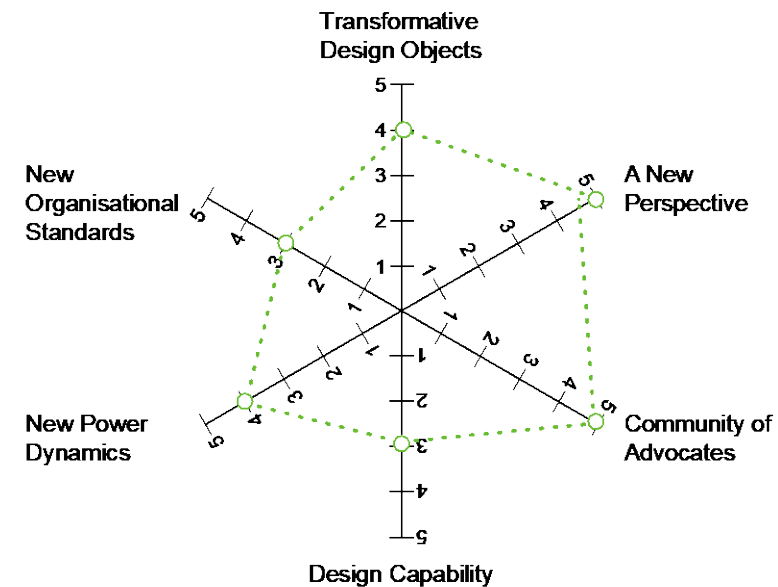
Charity A



Charity A



Charity C



Evidence in three cases

- Scored by authors and an independent researcher
- Charity A and C experienced transformational change, whereas change in Charity B stayed at a service level
- Corroborated Charity A and C's own assertions, and challenged Charity B's views of extent of change

What next?

- Testing and refining the model on service projects
- Considering how this can be applied to other contexts

