







SERVICE DESIGN MATURITY MODEL

The Local Authority Service Design Maturity Model has been developed by a collaboration of council service designers, facilitated by Newham Council. Councils that form the collaborative network are: Barking & Dagenham, Cambridgeshire, Camden, Essex, Manchester and Newham.

STEP 1	Choose whether you are assessing the maturity of your team, department, or Council.
STEP 2	Each participant takes 18 sticky dots and places one onto each row where they feel it best reflects their service design maturity level.
STEP 3	Discuss as a group any discrepancies in your individual assessments, and take the time to acknowledge what is working well. Consider where on the scale your team, department, or Council would like to be and identify opportunities for improvement.



CHARACTERISTIC	WHAT GOOD LOOKS LIKE	PLANTING	EMERGING	GROWING	EMBEDDING	THRIVING
		Starting to get curious about service design and whether to test out this approach to change.	Aware of good practice, developing understanding and recognising the value of service design, with a few examples starting to emerge.	Building service design capabilities, mindset, processes and tools, and applying these to some change activities.	Service design approach is used for many change activities, and the impact on resident experience and outcomes are starting to be seen. Governance, leadership, structure and resources are starting to reshape and there is a roadmap to embed service design across the council.	Service design is core to the council's approach to change. Capabilities, processes and tools are consistently applied and the impact on resident experience and outcomes is evident. Governance, leadership, structure and resources enable service design to thrive across the council.
PEOPLE FOCUSED OUTCOMES Understanding people's needs to design the right thing 	Service design is driven by resident focused outcomes It starts with research to identify what residents need and want to achieve, and understand their experience. This guides the design process. The customer journey shapes the business process End-to-end customer journeys are designed to support resident needs, and business processes are developed to enable these customer journeys. The needs of all people are explored Services are designed to provide a good experience for residents and to work well for staff to deliver.					
CO-DESIGN Working in partnership with those who use and deliver the service to design the service right 	Services are designed with those involved with them People with lived experience and people with professional experience work together to define the problem, share ideas, and design the solution. Relationships and trust is built with the community Dedicated staff develop networks and these are utilised to facilitate participation and create an environment where honest conversations can take place. People are treated as equal collaborators People's expertise is equally valued, barriers to participation are removed, and facilitators are confident in ways to engage participants and manage healthy tensions.					
PROTOTYPING Testing concepts to learn, build on what works, and avoid costly mistakes 	Services are tested to learn, adapt and evaluate before full implementation Services, or service components, are tested by those who deliver and use them. Each round of testing incorporates the learning from previous iterations, evolving to a detailed solution. The ability to hold uncertainty and move out of it People are comfortable to sit temporarily with ambiguity to test a few concepts before converging on the best way forward. Testing becomes more resource intensive as the concept evolves. It is a safe space to experiment and iterate People accept experimenting can generate concepts that do not work well at the start, and the learning from this can be used to develop a more appropriate solution.					
EVIDENCE INFORMED Making decisions based on the integration of quantitative and qualitative information to improve resident outcomes 	The problem is understood and defined before attempting to design a solution A range of different research activities are undertaken to understand the problem, the context and root causes, and hypotheses are tested before solutions are explored. Qualitative and quantitative data is used to generate insights There is a balance between figures and information that tells people's stories and reveals their experience. Both are used to generate insights that are informative, memorable and compel people to act. Decisions are evidence informed Evidence is used to design the right solution and to design the solution right. The impact of the service is tracked post implementation to ensure performance is on track, outcomes are being achieved and to identify future improvements.					
SYSTEM AWARENESS Exploring the interconnected elements of the whole problem to avoid unintended consequences 	Systems awareness is championed There is an openness to exploring the whole problem end-to-end, and not just the elements within a department's or the council's control. The system is defined Where the challenge is complex, with many diverse and dynamic interconnections between the problem and the broader environment, the different elements and how they are connected are mapped and understood. Impact is viewed through a systems lens The solution is scrutinised to identify and mitigate against any unintended consequences on the wider system.					
LEADERSHIP ENDORSEMENT Governance, structure and resources enable service design to thrive to produce lasting, sustainable change that improves residents lives 	Change activity is framed by service design Service design is integral to the staffing structures alongside other change professionals, the change portfolio governance arrangements, and the process for undertaking change across the council. There is investment in building service design capability and capacity Appropriate resources (finance, time, people) are allocated for service design to be thriving. Staff receive training and development opportunities, and a communities of practice is in place. Leaders are committed to and endorse service design They achieve this by: challenging their teams to be people and outcome focused; elevating lived experience; providing a safe space for experimentation; sitting temporarily with ambiguity and not rushing to solutions; making decisions that are evidence informed; encouraging system awareness; and, promoting the impact of service design.					