Leaders’ Top Tips 8

Service Design and Innovation
Mums and Babies in Mind is a Maternal Mental Health Alliance project supporting local leaders to improve services and care pathways for mums with perinatal mental health problems and their babies.

The MABIM Leaders’ Programme brought together leaders from a wide range of different services and professional backgrounds to:

- Learn from leading experts in policy, research and practice,
- Be inspired by those who are making a real difference to women’s lives,
- Talk to parents with lived experience and hear their views,
- Meet and share experiences with peers from other areas, and
- Share learning and develop new solutions to difficult challenges.
In July 2018, we held a masterclass with the participants in the Mums and Babies in Mind Leaders’ programme and mums with lived experience of perinatal mental illness.

The Masterclass introduced the group to Service Design approaches, which they learned as they took part in a design and innovation challenge.

This document contains slides from the day, which have been edited to be useful to readers who were not present at the event. It is intended to give you an introduction to service design tools and techniques.
PART 1

Introducing Service Design
Innovation is required to find new ways to tackle a problem.

Sometimes we need to completely rethink what we do and find new ways of working. This might be because a policy or service is not achieving a desired outcome; because a service is not being well-received, or because we have the opportunity to do something new. Innovation requires inspiration and divergent thinking to find and explore new solutions.

“Quality improvement in service delivery and system-building investments alone, while clearly essential, are unlikely to produce breakthrough outcomes ... While most practitioners and policymakers in the field today are focusing on strengthening existing programs and serving more children, a new cohort of change agents is needed to design and test new ideas.”

Centre on the Developing Child, Harvard University *From Best Practices to Breakthrough Impacts*
“Service design is a way of creating and redesigning services to make them more effective, more desirable and more sustainable. Design approaches give us new, creative ways of looking at problems...”

Mind, Service Design Toolkit

“Design thinking ...will encourage you to see things differently and give old challenges a new perspective. These tools and methods are commonly used by designers across the world and are the bread and butter of our creative industries. They can be adopted by any sector and be used to inspire the progress and innovation we all strive for.”

IDEO, Design for Europe & Nesta, Designing for public services
<table>
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<tr>
<th>Service design approaches...</th>
<th>Are human-centred and start with people’s needs.</th>
<th>Are informed by quantitative data and inspired by qualitative data about citizens.</th>
<th>Are rigorous and based in human insight.</th>
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<td>Are versatile and adaptable for different situations.</td>
<td>Are iterative, test and learn approaches</td>
<td>Are deployed when innovation is the goal</td>
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<td>Bring new energy.</td>
<td>Help us to listen to citizens and gain new insights.</td>
<td>Get to better solutions more quickly through fast prototyping, learning by doing.</td>
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This workshop was designed to introduce service design tools and approaches to the MABIM leaders. The content in this slidepack is the ‘tip of the iceberg’ – service design thinking is a huge field of research and practice.

“Learning to use these tools and methods will be like learning any new practical skill. It’s true, you can’t perform a piano concerto after a few piano lessons — it’s all about practice. So, don’t look at them as a silver bullet, and instead build your confidence by trying them out...and involve others in exploring them.”

IDEO, Design for Europe & Nesta, Designing for public services
Service design isn’t about the tools and methods. It’s about the mindset.

- To be open to service design approaches, you need to be open to seeing things differently.
- Have an exploratory mindset.
- Trust intuition.
- Be open to new insights.
Service design usually requires us to wear particular ‘hats’.

De Bono’s thinking hats. Source: https://www.hightechinstitute.nl
Service Design approaches often use a process called “The Double Diamond”. There are many different versions of this model.
The diamonds illustrate how we open our minds to new insights and new ideas, and then focus down again to find solutions.
In this workshop, we used simple tools that take us through each stage of the double diamond.

**Discovery**
- Sharing insights from ‘fieldwork’
- Personas and journey mapping

**Define**
- Identify our ‘how might we’ questions.

**Develop**
- Provocative questions
- Rapid idea generation
- Cluster and select ideas

**Deliver**
- Storyboard/concept development
- Pitch
Understanding how to use service design approaches effectively.
Whilst service design approaches can be fun and funky, it’s important that the work is taken seriously and done properly if it is actually going to deliver change for service users.
Leadership and context are important to ensure service design projects thrive.

“Leaders can create the conditions for innovation; encouraging their people to empathise with users, generate new solutions and test and adapt them over time. It calls for a blend of humility and curiosity, patience and perseverance.”

IDEO, Design for Europe & Nesta, *Designing for public services*

- Culture
- Organisational Intent
- Appetite for innovation
- Roles and structures: Project manager, Sponsor, core team, extended team, leadership team
- The right people
- Set up phase
- Project plan
- Sufficient resource
- Skills....
PART 3

Service Principles
Developing service principles can be useful to inform service design work.

- A set of common rules to inform the solutions we create to different issues.
- Profound and passionate.
- Keep organisations focussed on what truly matters to families.
- Unite people to deliver a better (and more consistent) user experience.
- Help everyone understand and focus on what creates values for end users.
- Can guide all elements of how the service is organised and delivered.
- Help set priorities and make decisions of how systems and processes should be designed.
- Ensure that the needs of users become a common thread across all initiatives.
Liveworkstudio have developed 5 rules for creating great service principles…

1. Base them in user insight
2. Ensure that they are practical and can guide good decision-making?
3. Communicate them effectively with staff and stakeholders.
4. Get senior buy-in so that principles become policy.
5. Build the principles into decision making processes in the organisation.

Source: www.liveworkstudio.com/blog/service-design-principles-in-practice/
The MABIM leaders were asked to develop their own service principles. Here were some ideas to get them started...

*We promote good mental health for all wherever we can.*

We help mums to be the mother they want to be. Wherever possible, we enable mothers with mental health problems should have the same choices and opportunities as others.

We work with all members of the family to support mums’ recovery and minimise the impact of her illness on the family.

*We treat physical and mental health as equally important.*

In every contact with a family, we demonstrate that they all matter to us.
PART 4

The discovery phase

Discovery
- Sharing insights from ‘fieldwork’
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Define
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Develop
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Deliver
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The discovery stage is about gaining a better understanding and new insights about people, their experiences and the problem you are trying to solve.

- Immerse yourself
- Get close to families. Spend time with them and understand their lives.
- Dig deeper - delve into the detail of people’s experiences and interactions with services.
- Uncover insights
- See the challenge from new perspectives

Methods might include...
- Data analysis
- User interviews
- Observations
- Ethnography
- Horizon scanning
- Getting out and about
- Learning from others
- Reviewing the literature
- Mapping journeys, networks and touchpoints
This phase is about gaining new insights.

An insight is...

- A gut-felt response that makes you sit up and think
- A revelation
- A new way of interpreting information.
- “I’ve never thought about it that way before”
- The crux of a sticky issue
- A way of sharing a perspective on complex knowledge
- A catalyst for great ideas
- A source of energy and inspiration
- A way of communicating a user’s need

The best insights are:

- **Remarkable** – offering a genuinely interesting perspective
- **Repeatable** – occurring across the research, holding true for more than one person or situation
- **Revealing** – uncovering something previously hidden from view

IDEO, Design for Europe & Nesta, *Designing for public services*
In real service design projects, you would spend time with families and communities. To give a flavour of this in a short time period, our MABIM leaders were given some ‘homework’.

HOMEWORK TASK
The purpose of this task is to get you to take some time to reflect and get new insights and ideas. There are three options. You can chose the task that appeals most to you and fits in with the time you have available.

1. Get new insights into where mums go and what they talk about. Find out where new mums go to connect in your local area. This can either be a real space (such as a coffee morning, play group or café) or a virtual space (such as a facebook group for mums in a particular area). Think beyond public services – it's very likely that this space may be created by volunteers, community organisations or mums themselves. Visit the space, listen, watch and observe. Why do mums go there? What do they like about it? What do they use it for? What do they talk about? What works and what could be better?
This is not a perinatal mental health specific task. The goal is to reflect on the spaces that new mums chose to use and the things that matter to them.

2. Get new insights into the lived experience of mums with perinatal mental health problems. Find a blog written by a mum with a perinatal mental illness. (There are LOADS out there if you google). Read a number of the blog posts (at least 4) and reflect on what these tell you about the reality of perinatal mental health problems for mums, their lived experience, and their perspectives on the help and support they need.

3. Get new insights into how our friends, families, colleagues and communities support our emotional wellbeing and mental health. For a week, keep a diary specifically about things that promote good mental health. This should include: your mental health and the way this is influenced by your environment and the things that other people do; things that you do for other people that improve their mental health, and observations of moments when you have seen someone’s mental health/emotional wellbeing being improved through the actions of people around them. The purpose of this activity is to think about the ways that our environments and the people around us can promote and protect our mental health.

Please approach the task with fresh eyes, looking for new insights and perspectives. Reflect on what you observe and bring your reflections and insights with you.
Leaders were encouraged to share their insights, and to frame them from users’ point of view.

- It can be useful to write our insights as ‘user need statements’, capturing challenges and opportunities from the point of view of service users.
- They combine knowledge about the user you are designing for, his or her needs and the insights which you’ve come to know in your research.

For example:

Some local mums don’t see their health visitor because they don’t want to go to drop ins at the children’s centre because they will be asked how they feed their baby.

Local mums with toddlers at home cannot go to baby groups because older children aren’t allowed.

Mums like getting information straight from other mums so they join local facebook groups.
Our leaders spoke to women with lived experience and used personas to gain more new insights.

“A persona is a real or fictional introduction to a person that exemplifies key insights about the characteristics, behaviour and attitudes of a group. Personas help to focus thinking on the needs of others throughout the design process. Personas help people to put themselves in others’ shoes, and ask questions such as: “What would this person think? What support do they need?”

IDEO, Design for Europe & Nesta, *Designing for public services*
Click on this file to download the personas we used...
At the masterclass we learned about journey mapping.

Journey maps help us to visualise and understand the experiences that someone has as they move through different stages of interaction with a service/system.

Journey maps can map very specific interactions (eg. arranging and attending an appointment) or a longer journey (eg. a woman’s pregnancy).

They might draw out different information such as:
• Interactions with a service/professional(s).
• Communications (phone calls, letters, emails).
• Hopes and fears.
• Thoughts and feelings.
• Highlights and low points.
• Barriers and enablers.
• “back office” functions, and activities that professionals complete to enable the user interactions to take place.
• Missed opportunities.
• Questions to investigate further.
There are many different ways to do a journey map.
The MABIM leaders drew very simple journey maps at the masterclass...

On your paper, draw out a timeline showing a mums’ journey through the perinatal period.

You can use a persona or lived experience from your group.

Identify the following things, and draw them on in different colours:

- **Touchpoints** – her contacts or interactions with services.
- Her feelings about what’s happening to her – **happy/hopeful points** and **fearful/low points**.
- Her **mental health and emotional wellbeing** at different points.
- Missed **opportunities** to offer effective support.
It is important to regularly step back and reflect.

The MABIM leaders collected insights they gathered through the morning on an ‘insights wall’. At the breaktime, we reflected on the insights collected:

- Can you see any themes emerging?
- Where are there problems and opportunities?
- Which insights have been particularly powerful for you?
PART 5

The define phase

Discovery
- Sharing insights from ‘fieldwork’
- Personas and journey mapping

Define
- Identify our ‘how might we’ questions.

Develop
- Provocative questions
- Rapid idea generation
- Cluster and select ideas

Deliver
- Storyboard/concept development
- Pitch
How might we questions:

- Translate insight statements into opportunities for innovation.
- Help you to understand and frame your problem.
- Create a ‘brief’ from a user point of view.
- Articulate the challenge in an optimistic, inviting tone.
- Must be narrow enough to focus your thinking, but wide enough to enable a variety of solutions.

The following slide from IDEO explains more...
Identify a challenge.
*ex. You can’t eat ice-cream everywhere you want to*

Don’t assume the answer in the question.
*ex. How might we create a dripless ice cream cone?*

Be open enough for discovery, be specific enough for direction.
*ex. How might we redesign ice-cream to be more portable?*
Here are some examples of how to turn an insight or problem statement into *How Might We* questions:

“Local mums find out a lot about services and groups from other mums on Facebook groups. But they don’t feel able to talk about mental health on these groups.”

- **Amp up the good**: HMW use local Facebook groups to start conversations about mental health?
- **Remove the bad**: HMW tackle the stigma that stops mums talking about mental health?
- **Explore the opposite**: HMW make mental health the main thing that mums talk about with one another?
- **Question an assumption**: HMW ensure mums know about local services so they don’t have to ask each other?
- **Identify resources**: HMW use local mums to support one another?
- **Change a status quo**: HMW make social media spaces that are safe places for mums to talk about how they are really feeling?
The best ‘how might we’ question becomes our design challenge.

The MABIM leaders developed and refined a range of ‘how might we...?’ questions from their insights and then chose one question to work on.

This became their challenge for the afternoon of the masterclass.
PART 6

The develop phase

**Discovery**
- Sharing insights from ‘fieldwork’
- Personas and journey mapping

**Define**
- Identify our ‘how might we’ questions.

**Develop**
- Provocative questions
- Rapid idea generation
- Cluster and select ideas

**Deliver**
- Storyboard/concept development
- Pitch
Our development phase began with rapid idea generation.

- The purpose of this stage is to generate **as many possible solutions as possible**, based on your shared understanding of the problem.

- Try and get LOADS of ideas. You can decide later which ones are useful. **Quantity not quality matters.**

- Worry about creativity over feasibility. Stay positive and optimistic.

- Write ideas on post its – one per post it (you’ll be asked to move them around later).

**RULES FOR BRAINSTORMING**

- Encourage Wild Ideas. It’s the wild ideas that often provide breakthroughs. It is always easy to bring ideas down to earth later.

- Build on the ideas of others – think ‘and rather than ‘but’.

- One conversation at a time – that way all ideas can be heard and built upon.

- Defer judgement. There are no bad ideas at this point.

- Stay focussed on the topic. You get better output if everyone is disciplined.

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What would your idea look like if...

- Money was no object?
- You wanted to make it as fun as possible?
- You could collaborate with anyone you wanted to?
- You could only use technology to deliver the solution?
- The NHS didn’t exist?
- You were designing a solution with IKEA?
- A five year old was designing the solution?
- The solution had to be delivered outside in the open air?

Sometimes these fun questions can generate some interesting and exciting new ideas!
Once our leaders had generated lots of ideas, they started to evaluate them.

We used a impact/viability matrix to identify the strongest ideas.

- Cluster and theme your ideas.
- Chose the top 6-10.
- Put on matrix according to impact and feasibility.
- Vote on the idea want to take forward.
At every stage of the process, leaders were encouraged to stop and reflect.

Some things to think about after evaluating your ideas...

- Has anything particularly surprising or interesting emerged?
- Are there any key themes/topics that have come up in several of your ideas?
- Which are your favourite / least favourite ideas + why?
- For the ideas in the ‘high impact, low viability’ quarter, is there anything you could do to make them more viable?
- Which ideas could be your quick wins and / or slow burners?
- Are your ideas in line with your service principles?
PART 7

The deliver phase

Discover
- Sharing insights from ‘fieldwork’
- Personas and journey mapping

Define
- Identify our ‘how might we’ questions.

Develop
- Provocative questions
- Rapid idea generation
- Cluster and select ideas

Deliver
- Storyboard/concept development
- Pitch
At the masterclass we used creative techniques to develop our idea and bring them to life.

This concept development activity helps you to:

- work out the detail of your proposal.
- ensure everyone has a shared understanding of the proposal.
- communicate your ideas to others.
- think more deeply about your idea and build on it.
Options

- Create a **storyboard** – a cartoon about how your idea will work.
- Each frame should show a different stage of the user journey.

- Use **duplo** to create a model of your idea (or different models showing different aspects of the user journey).

- Use **role play** to work through how your idea will work.

- Create a **poster or leaflet** describing your idea to service users.
In a real service design project, more time would be spent prototyping in order to develop and test ideas.
Prototyping...

- helps you to develop an idea and understand how it will work for service users.
- is an approach to developing, testing and improving an idea at an early stage before you commit a lot of resources to it.
- provides a chance to test your assumptions early on.
- makes ideas tangible and practical.
- involves other people in testing and learning, which enables you to gain wider insights, communicate your idea and gain early buy-in.
- generates learning and feedback from real people – this is about helping to develop a solution NOT about piloting a solution.
- can happen in many ways (e.g. paper prototype, role play, simulation or test in practice.)
- can look at different aspects of your idea (e.g. a specific touchpoint or the whole service; what it looks and feels like, or the nuts and bolts of how it works...).
Here are some other things that might be involved in turning an idea into reality...

- Create a pitch for different audiences.
- Develop service specifications.
- Write new journey maps setting out how the idea will work in practice.
- Create a project plan/strategy for development and implementation of your ideas.
- Develop a theory of change and logic model communicating how the idea will generate the desired outcomes.
- Build partnerships.
- Plan how you will measure and evaluate impact.
Our leaders’ ended their masterclass developing and delivering a 5 minute pitch to a panel of judges.

- Sum it up in a simple sentence: “It is a... that...for...to...”
- Share your vision
- Give it a name that captures people’s attention
- Outline benefits for service users. How would it change experiences and outcomes?
- Tell the story of how you got to where you are
- What are the organisational benefits?
- Share compelling evidence and insights
- How does it work in practice? What does it feel like for service users?
- Create a sense of urgency and excitement
Case studies

We asked MMHA members to send us their examples of innovation. The next slides contain four case studies of innovation within perinatal mental health.
Bluebell provide for women and families affected by perinatal mental illness in Bristol, South Devon and South Gloucestershire. The service was established by Ruth Jackson, a mother who experienced severe antenatal and post-natal depression, alongside a steering group of parents with lived experience and professionals. Bluebell offers a range of innovative services:

**Bluebell Place** is a unique, welcoming city centre hub in Bristol, offering a variety of therapeutic support, creative & relaxing activities. A crèche is provided so parents can focus on their emotional wellbeing. The programme of weekly sessions was designed with parents and includes: knitting for wellbeing, antenatal yoga, a drop-in for parents to come and talk, a feel good Friday session offering relaxation treatments, creative writing courses, sleep and feeding consultations, and a mum and baby group including sensory play and singing.

Bluebell has also designed **12-week therapeutic group programme** for mums experiencing postnatal depression and anxiety called 'Mums' Comfort Zone'. This programme is run in children’s centres, delivered by Bluebell’s occupational therapist and peer support workers. It offers a free crèche, refreshments and therapeutic activities such as relaxation skills, self-esteem sessions, understanding anxiety, yoga, food for mood, art, mindfulness and CBT strategies.

Bluebell has a support group for Dads, 'Dad’s in Mind,' and a one-to-one peer support ‘**Bluebell Buddy**' service for both mums and dads which provides informal support at home or in a local setting for parents who find accessing a group very hard. Bluebell buddies are trained and paid peer supporters with lived experience of perinatal mental illness. They offer family support, advice, advocacy, listening and signposting to other services.

Bluebell have supported over 3000 parents over the last 7 years. Their services enable parents to build social networks, engage with services and learn strategies for managing their mental health.

Bluebell use a combination of methods to monitor progress, including feedback questionnaires, focus groups, standardised measures (EPDS and GAD7) and creative ‘Knowledge cafes’ where parents reflect on their journeys through drawing, talking or writing creatively. Evaluation shows that over 90% of beneficiaries see an improvement in their mental health, over 60% report they have formed strong social networks and over 60% report feeling more equipped to self-manage feelings of anxiety and depression. The charity has won awards in recognition of the value and innovative nature of their work.
Brenda McLackland was an NHS clinical psychologist working with mums, dads and babies in a Sure Start centre on Tyneside. She could clearly see cycles of intergenerational disadvantage, where parents – who themselves had had poor experiences of being parented – were struggling to parent their children, leading to children struggling with mental health, emotional and behavioural issues.

Brenda wanted to find a way to tap into parents’ desire to do the best for their children. She felt she needed a way to help parents to understand the principles of attachment, and to learn about alternative approaches to parenting.

Brenda knew that terms like ‘attachment’, ‘sensitivity’ and ‘attunement’ didn’t resonate with parents. Therefore she devised a non-verbal, colour-based intervention based on attachment theory, which was called ‘Comfort Zone’. Comfort zone is a simple, visual guide to making emotions and relationships happier by ‘tuning-in’ to them.

The staff at the children’s centre were trained to use the intervention, which they did with success and enthusiasm. A pilot, with help from Cardiff University showed a positive impact on parent-child relationships. The results were published as a peer-reviewed article and presented at the World Association of Infant Mental Health Congress.

Brenda recognised that the intervention could be more effective if used earlier in a child’s life, and so developed an antenatal programme called ‘Born Bonded’. Brenda now works independently training professionals, such as midwives, health visitors and early years staff to use the interventions.
Moment Health

www.momenthealth.io.

Moment Health provides ground-breaking digital support for new parents. The service was co-founded by Nuala Murphy, a Belfast-based technology entrepreneur and mum of two, in 2016. During one of her pregnancies, Nuala became aware of the lack of services available to mothers suffering perinatal depression and associated anxieties.

Nuala received early-stage investment in May 2017, which enabled her to recruit a core team and develop the app with healthcare professionals. The app offers four key services:

**Checking:** The app provides a survey which enables parents to understand if they may be experiencing symptoms of depression or anxiety, and to receive practical recommendations for next best steps.

**Tracking:** Parents can easily keep a journal of any changes to their mood day to day. This emotion diary delivers weekly reports to parents about how they’re feeling, and is a tool to help identify triggers of negative mood patterns.

**Locating:** The app’s locator tool helps parents to easily find recommended professional support and resources in their local area.

**Connecting:** The Moment Health community is a non-judgemental safe space that provides peer support and advice for new parents.

The Moment Health app was launched on iOS and Android in November 2017. In its first week, the app became the #1 Health & Fitness download in the UK. It is currently available in the UK, Ireland, Australia and the United States, and also recently underwent research in partnership with Ulster University.

Most recently, Nuala and her team have launched their corporate offering, which means the Moment Health app and services is now available to organisations such as workplaces, healthcare bodies, and charitable associations.
MumsAid was founded in 2012 by Miriam Donaghy. Miriam was working as the counselling coordinator at Greenwich Mind when she had her first baby in 1998. After returning from maternity leave – and aware of the lack of support services – Miriam decided to start a postnatal therapy group. The service grew and developed, as did Miriam’s knowledge of the issue, and her passion to do more. Over time, Miriam left Mind and delivered similar services for the Tavistock and as a freelancer in children’s centres, before founding MumsAid to increase the reach and impact of her work.

MumsAid provides mums who are struggling during pregnancy or postnatally with free counselling (with a crèche) in children’s centres across Greenwich. They help to decrease isolation, improve parenting skills and enhance the quality of relationships between mothers and babies. MumsAid also raises awareness of perinatal mental illness in the Borough, and more widely, through:

- Training and supervising frontline professionals
- Social media campaigns
- Active membership of the MMHA and South London perinatal mental health network.

MumsAid has the equivalent of 2.6 full-time staff and seven volunteer counsellors. The team provide 30 counselling sessions each week, and have supported just under 500 mothers over the last 6 years. 53% of these women come from minority ethnic groups.

Evaluation has demonstrated that the service improves maternal mental health, and the relationship between mothers and their babies. MumsAid is fully validated by C4EO and featured as an example of ‘best practice’ on the Public Health England website.

MumsAid continues to innovate and improve their service offer. Their YoungMumsAid project offers a specialist programme of psychological support for young and vulnerable teenage mothers. The organisation are also just beginning to provide private counselling to bring in funding that can subsidise their free work with women from more disadvantaged groups.
Further resources:

- Experience Based Co-design toolkit: https://www.pointofcarefoundation.org.uk/resource/experience-based-co-design-ebcd-toolkit/
- From Best Practices to Breakthrough Impacts: https://developingchild.harvard.edu/resources/from-best-practices-to-breakthrough-impacts/
- Google Design Sprint kit: https://designsprintkit.withgoogle.com/
- IDEO Design Kit: http://www.designkit.org/
- IDEO designing for public services: https://www.ideo.com/post/designing-for-public-services
- IDEO Human Centred Design – free online course: https://www.plusacumen.org/courses/introduction-human-centered-design
- Innovation in Application: https://developingchild.harvard.edu/innovation-application/
- Nesta prototyping framework: https://www.nesta.org.uk/publications/prototyping-framework
- Service Design Tools: http://www.servicedesigntools.org/
- The Fix Radio programmes: https://www.bbc.co.uk/programmes/b0925737
- Better Start Southend Service Design Framework: https://abetterstartsouthend.co.uk/new-service-design-framework-launches/
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