

## Self-assessment by Jo Carter

SUBMITTED ON 11 MAR 2024



### A summary about me:

I have expertise in workshop facilitation, training, coaching and consultancy in service design. In 2014, I ran away from a secure job in local government as a Chartered Surveyor, where I'd been working for 10 years.

At the council, I participated in the groundbreaking 'Intrapreneurship School'. This helped me see a different way to design and deliver services. It inspired me to co-found Satori Lab - to help people deliver excellent public services, focusing on service design and culture change. In 2019, we rebranded as ServiceWorks. Since 2019, I've developed and facilitated a collection of service design training programmes for nonprofits.

### I currently work as a/at:

Director, ServiceWorks  
<https://www.weareserviceworks.com>

### My LinkedIn profile:

<https://www.linkedin.com/in/jocarter64/>

### My social media channels:

[https://medium.com/@Jo\\_Carter64](https://medium.com/@Jo_Carter64) - in 2020, I stopped using Medium and now self-host a blog  
<https://www.weareserviceworks.com/blog>  
(I've stopped using X)

### My educational background:

BSc (Hons) Valuation and Estate Management (1995) - 2:1

Intrapreneurship School Programme at Monmouthshire County Council (2013)

I am a self-taught service designer, continuously developing and learning from extensive reading, watching videos and listening to podcasts, attending the Service Design in Government conference every year since 2015 (and speaking twice at SD in Gov), UCD Gathering and most importantly, working with others who are experts in their field. I have also found blog post writing a useful learning tool.

[https://medium.com/@Jo\\_Carter64](https://medium.com/@Jo_Carter64) & <https://www.weareserviceworks.com/blog>

In 2015 I completed the Service Design Intensive course facilitated by Phillipa Rose via London College of Communication, University of Arts, London <https://www.arts.ac.uk/colleges/london-college-of-communication/people/phillippa-rose> This helped me to appreciate how far I'd



come with my own study and development.

### The following theories are the key components of my approach to service design:

The Design Council's Double Diamond Framework for Innovation is a useful resource that I use to share with people new to service design. Visualising the opening up and closing down phases of thinking and activities, representing the divergent and convergent work, is useful. It's also useful to talk about the separation of the problem space from the solution space, with a specific opportunity to reframe the problem between the two. It helps people to understand why they should stop themselves from automatically jumping straight to the solution. It almost permits them to remain in the ambiguous space and explore the challenge more. I've also used the IDEO Human Centred Design for Social Innovation framework and the Stanford d.school framework. I often find myself saying, they're the "same idea, different font". I'd select the model which was most suited to the audience I was working with.

I've used Buchanan's four levels of design to introduce leaders to the idea that design isn't just for Italian furniture or graphic designers. I talk about how over time, design has moved into areas of increasing complexity. So, looking at how the services we use are and should be purposefully designed. Indeed, how whole systems can be designed.

I've used several models and theories from the Nesta Playbook for Innovation Learning. Most often, the Purpose of Design: Creating the most appropriate fit on p. 86 I've found this useful when working with not-for-profit organisations to help people think about how a solution needs to fit the problem they're facing, service users needs as well as the needs of the organisation. I often find that organisations will have only been thinking about one dimension - usually the perspective of how the solution fits with their needs as a solution provider. This helps them to take a step back and appreciate the different aspects of how a solution might fit. Often, it's not possible to get a perfect fit across all three, but to get the best fit - and be mindful of this when we're designing solutions.

Prototyping vs. big bang implementation on p. 72 is also useful in explaining the value of prototyping early and iterating ideas. This one is especially useful with leaders who are budget holders!

I've done some work with the Centre for Digital Public Services, Wales. In 2021, I designed and facilitated around 48 sessions with public sector leaders across Wales, introducing user centred ways of working and agile. In doing so, I made reference to slide 13 from Government Digital Service. I used it to show the difference between a traditional waterfall approach to project management and an agile approach. In particular, how with the waterfall approach, the people who use the service only get to interact with it for the very first time at launch. This compares with agile, which is iterative and involves service users throughout. I found it useful to explain risk to senior leaders.

### These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:

I recommend (and we supply as part of Service Design in Practice) This is Service Design Doing. We also point people to the accompanying online TISDD Methods. It's a great resource of basic theory and how-tos for people starting out.

Lou Downe's Good Services is a practical exploration of what makes services work, covering 15 principles, such as - A good service should work in a way that's familiar. I wrote up my book notes as a blog post series and often recommend this book to people working in public services.

The Service Organization by Kate Tarling helps people who don't work in service design roles begin the shift their thinking towards viewing the organisation from the outside-in, rather than the inside-out. It's written in easy to access language with multiple examples from private and public service organisations.

I recommend Beyond Sticky Notes: Co-Design for Real: Mindsets Methods and Movements by K A McKercher to people who are interested in going beyond designing for people towards designing with people. It's a really practical book with examples of where the author has applied their thinking in the real world.

I recommend Building Successful Communities of Practice - Emily Webber to those interested in starting a community of practice to connect inspired and passionate people who support service design within organisations or sectors (regardless of role in the hierarchy) can result in a significant cultural shift. Especially when accompanied by senior leadership support. This book (and some videos of her speaking) is short



practical, and well-suited for busy professionals.

I am influenced by Christian Bason's Leading Public Sector Innovation, though I don't tend to recommend it as it's quite heavy-going and theoretical. It helps me keep grounded in thinking about outcomes for people, which has led me into thinking more about policy design. It was a useful resource to help re-shape some of the content of "Service Design in Practice" for policy professionals working in Welsh Government.

David L Marquet's Leadership is Language is another of my go-to books. It talks about the difference between red (doing) work and blue (thinking) work - and how you must consciously transition between the two. And as a leader, it's your role to facilitate this transition. It maps quite nicely to thinking about service design and the different phases of activity followed by analysis, synthesis and drawing insights together as a team, before agreeing the next phase of activity. It also advocates for a coaching style of leadership, which I think sits nicely with a service design approach.

I'm influenced by the work of Dave Gray (Gamestorming / Connected Company / Culture Mapping). Gamestorming is a useful compendium of ideas for designing engaging innovation workshops. The connected company has informed my thinking around ideas of how service organisations need to be governed and organised very differently from the industrial past. At one time, my business partner, Esko and I at Satori Lab were the most experienced at using Culture Mapping within organisations in the UK when advising clients on the state of their existing and desirable work place culture.

In Radical Help - Hilary Cottam shares the details of a series of experiments she's been involved in where a co-production model has replaced a more traditional social service model. It shines a light on a radically different approach and I find myself recommending it to people who work in government as a way to help them think beyond traditional service provision.

Liberating Structures is an online resource of many facilitation techniques with a vibrant and active meetup community in Cardiff (as well as around the world). At the meetups, we get to practice the facilitation techniques in a safe environment. I use these to help me design workshops that actively engage everyone, including the quiet people. I introduce participants in my workshops to this resource.

**I have X years of working experience in service design:**

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**My working experience in service design includes involvement in:**

- Service design consultancy
- Service design training

**I have particular experience in the following service sectors:**

Public sector, Social housing

**I have conducted X service design projects that aim at creating improvements or innovations within organisations:**

7

**These are the service design projects I have successfully delivered:**

Audit Wales (January - May 2023)

Intranet Redesign & Upskilling

I led a team to support Audit Wales in redesigning its intranet while at the same time, building in-house service design capabilities. The client went from receiving around 6 emails daily complaining about the terrible intranet to zero! (see more in my case study write-up).

United Welsh Housing Association (September 2022 - January 2023)

Designing social housing services



Tenant satisfaction rates for the client organisation were very low and declining, but they didn't understand why. I led the team that completed a discovery to understand and define the challenges facing tenants. The in-house multidisciplinary team presented their learnings to senior leaders and successfully negotiated the inclusion of service design principles in their strategy.

LiveWest Housing Association (Dec 2020 - March 2021)

Shared ownership service review

I led this project to discover why customer satisfaction was low for shared ownership, to re-define the challenge in the light of insights from residents and staff and working collaboratively with staff, creating a prioritised backlog of ideas for implementation.

United Welsh Housing Association (October - November 2018)

Temporary Housing Family Hostel User Research and Insights

Follow on piece of work to explore in more detail the experience of residents in temporary hostels and recommendations for action. Resulted in improvements in the living conditions of residents.

United Welsh Housing Association (April - September 2018)

Understanding residents

Replaced the orgs. use of generic profiles with research informed resident personas and conducted journey mapping workshops with staff. To support organisational decision making and to begin a shift in culture - towards "putting users at the heart of what we do".

There is an apparent gap here because in 2016 I went travelling and in 2017 I was diagnosed with breast cancer, so took time out to convalesce.

Valleys to Coast Housing (2016)

Resident personas

Creation of a set of resident personas to support organisational decision making and help staff bring the perspective of residents to the table.

This work was picked up by the Chartered Institute of Housing, Wales and mentioned in the Best Practice Compendium 2017.

Monmouthshire Housing Association (April - August 2015)

Rent collection service review

Universal Credit - a new system of benefit payments was on its way, and the housing association wanted to ensure that their rent collection service encouraged residents to make regular rent payments.

As a result of our work, MHA

reorganised people on the inside to match the needs of residents

Increased the number of payment methods

They stopped driving residents towards a payment method which was low cost for the organisation, yet wasn't working well for residents.

Completely changed the language they use with residents: rent arrears >> debt

Developed a coaching programme >> adult to adult conversations

Since we did this work Universal Credit was rolled out in Monmouthshire

Rent arrears halved

No change in evictions

<https://medium.com/service-works/walking-in-tenants-shoes-76d33df2e8f5>

**I have provided service design training sessions and/or other educational experiences for X years:**

8

**My philosophy as a trainer is:**

It's better to give learners an opportunity to practice something themselves than to tell them about it, because they're more likely to remember it and to integrate it into their practice.

Make the learning experience emotional - it's more likely to create a deep and lasting impression than providing a rational or logical explanation.



Spacing is important for learning to stick in the long term. For example, spacing 3 days of content over 6 half days spread over 6 weeks would be better than 3 full days back to back. It allows people to 'marinate' in the new ideas.

People learn best in a psychologically safe environment where they can ask so-called stupid questions or offer up 'silly' ideas without fear of reprisal.

The learning needs to be relatable to something that the learner already comprehends. So, as a trainer, we need to meet people where they are. This can be tricky in a mixed cohort with variable needs. So, we supplement the taught sessions with coaching support.

Our 6-m programme takes a cyclical approach to learning, gradually building and developing concepts and ideas to a point where they become part of the participants' DNA.

I like to give people thinking time before responding to a prompt. This allows everyone to actively think of the answer rather than sitting back and letting others do all the thinking. It also supports a more diverse conversation on the topic.

No learning experience is perfect and I'm always keen to hear from participants and incorporate feedback into the next iteration of the training design. I'm not just interested in the specifics of the sessions but also whether it had the intended impact on the way they work.

See these blog posts for examples of my thinking around training:

Building service design confidence - more than learning a few tools

Most training gets stuck in the training room

Six Ways to Design Learning that Sticks

## These are the service design training sessions and/or other educational experiences I've facilitated within the last year:

Title: Introduction to Service Design for Leaders

Client: Sport England

Date: 8 February 2024

Practical hybrid (partly in-person/partly online) workshop

I guided participants through a practical, fun, fast-paced run through a full mini-design cycle, using a design challenge - from 'discovery' to 'prototyping'. Sharing narratives and case studies relevant to sport.

We discussed the theory behind the practice and applied it to a work-related scenario, creating a customer journey map.

Title: Introduction to Service Design for Not-For-Profits and Public Sector

Client: Open Cohort - included Brandon Trust, Drink Aware, Neath Port Talbot Council, Runnymede Council, Made Tech

Date: 23 November - 6 December 2023

Online workshop

I guided participants through a practical, fun, fast-paced run through a full mini-design cycle, using a design challenge - from 'discovery' to 'prototyping'. Sharing narratives and case studies relevant to public services.

We discussed the theory behind the practice and applied it to a work-related scenario, creating an empathy map..

<https://buytickets.at/serviceworks/1030291>

Title: Introduction to Service Design

Client: Waltham Forest Council

Date: 12 - 26 October 2023

Practical in-person workshop

I guided participants through a practical, fun, fast-paced run through a full mini-design cycle, using a real design challenge - from 'discovery' to 'prototyping'. Sharing narratives and case studies relevant to local government.



We discussed the theory behind the practice and applied it to a work-related scenario, creating an empathy map.

LinkedIn Post

Title: Service Design in Practice (8 months)

Client: Mixed cohorts, including Department for Work and Pensions, Welsh Government, Llais, Sport Wales, Natural Resources Wales

Date: Starting March 2023 and September 2023 (12 people / 15 people)

Transformative learning and development programme with coaching. Participants learn and apply service design tools, methods and mindsets to a series of increasingly difficult challenges - ultimately ending in working on a real work-based challenge.

<https://www.weareserviceworks.com/service-design-in-practice>

[https://www.linkedin.com/posts/jocarter64\\_servicedesign-learning-activity-7110528551400923137-S-bC?](https://www.linkedin.com/posts/jocarter64_servicedesign-learning-activity-7110528551400923137-S-bC?utm_source=share&utm_medium=member_desktop)

[utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/jocarter64_servicedesign-learning-activity-7110528551400923137-S-bC?utm_source=share&utm_medium=member_desktop)

Title: Introduction to Service Design for Leaders

Client: Caredig Housing Association

Date: 20 April - 5 May 2023

In person workshop

Participants run through a full mini-design cycle, from 'discovery' to 'prototyping', using a real design challenge. Sharing case studies relevant to Social Housing.

Participants apply design theory to a work-related scenario, creating an empathy map. Participants created a list of services provided by their organisation.

[https://www.linkedin.com/posts/jocarter64\\_swansea-activity-7054810265413906432-D8QX?](https://www.linkedin.com/posts/jocarter64_swansea-activity-7054810265413906432-D8QX?utm_source=share&utm_medium=member_desktop)

[utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/jocarter64_swansea-activity-7054810265413906432-D8QX?utm_source=share&utm_medium=member_desktop)

Title: Mini Design Cycle Challenge

Client: Openly Available under Creative Commons Licence

Date: Any time

Anyone can download and use the worksheets and facilitator notes to run through a full mini-design cycle from 'discovery' to 'prototyping'.

<https://www.weareserviceworks.com/blog/mini-design-cycle-challenge>

**I mostly provide my training offerings in the following language(s):**

English

**I mostly provide my training offerings in the following countries/cities:**

Wales / England

Cardiff / London

Online

**I cover the following topics during my training offerings:**

- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding
- Relationship of service design to agile, scrum and lean
- Service dominant logic
- User research/deep customer insights
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Visualisation techniques
- Facilitation skills for service design
- Prototyping of services



- Implementation of service design concepts
- Business model development
- Leadership/management of service design projects
- Working with complex service systems
- Service design for cultural change
- Organisational development

### My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)
- Advanced (practical application)

### These are my favourite cases I use to inform participants about the impact and value of service design:

The case studies I refer to switch depending on the client and what they are working on. I try and find cases which are relevant to the audience in terms of sector and type of project.

#### Sport Wales

Creation of a set of digital and service design principles for the organisation. Increasingly, organisations are looking to embed ways of working rooted in service design mindsets, tools and methodologies. Sport Wales shares their learning from their failed first attempt and their more successful second attempt at this. Having a set of stated principles clearly indicates the direction of travel for the organisation and gives people permission to work this way. Together with other activities, this is resulting in a shift in culture in the organisation.

#### Driver Vehicle Standards Agency

A multi-disciplinary team worked together to create an emergency driving test service in 34 days that helped 110,000 practical and theory tests to be applied for, prioritising health and social care workers.

The team included service designers, user researchers, performance analysts, content designers, developers, testers and platform engineers. Three key things allowed the team to work together effectively: documentation, high-fidelity prototyping, and using the build-measure-learn feedback loop. It's a great example of delivering at pace in a multi-disciplinary team.

#### Diva Centres- sexual health clinics in Zambia

In Zambia, a radical new approach to contraception is giving adolescent girls the information and services they need to make their own choices and take control of their futures. Through their research, the team from Marie Stopes Zambia (MSZ) and IDEO uncovered insights about why traditional sexual health initiatives were not reaching teenagers most in need. These ranged from traditional clinics being too intimidating to visit, girls being faced with confusing choices around contraception, or myths and perceptions around contraception. This project sought to break down some of the barriers, misconceptions and fears associated with sexual health and provide better support for teenagers. At the Diva Centres, girls do their nails while having informal conversations about boys and sex. They hang out with friends, learn about contraception on their own terms from trained peers, and, when they're ready, receive counselling. This project shows the potential impact of service design on the lives of young people - providing access to a variety of short and long-term birth control methods in a safe and judgment-free environment from a trained professional.

#### Powys Council - When is my Bin Day?

Powys County Council took a user-centred design approach to transform the resident experience when interacting with the council, from waste services to rate payments. The overall goal is to enable smoother user journeys through all its council services.

The Council created 'MyAccount', a digital service residents could access and use to request council services, report issues, and track the progress of those requests. This has enabled residents to request services on one easy-to-use portal. The council tested the service on council staff who lived within the borough and used feedback to make improvements to the service. The service is still accessible to those who have no access or are not familiar with how to use the internet to still benefit from the service on the phone or face-to-face.



As a result, over 50,000 Powys residents have an account. It has helped reduce calls and emails to the council about waste services by 50% and calls forwarded to waste depots by 80%.

Being local, this example is relatable. The service is also something that everyone uses and can understand. It also has measurable outcomes that have reduced demand at a time when budgets are constrained.

#### The Australian Centre for Social Innovation - Family by Family

This case study is a brilliant demonstration of a radically different approach to social services. Families going through trauma are supported by other families with lived experience. Offering support outside the traditional 9-5pm offered by professional services, while at the same time giving purpose to those families in the supporting roles. They've demonstrated a return on investment of AUS \$7 for every AUS \$1 spent. It's a useful case study to demonstrate that in the face of rising demand on services, if we take a step back, think differently about the whole system and end to end service design, we can deliver radically better outcomes at less cost.

### These are the service design methods and tools that I use during my sessions:

Personas - useful as a visual representation and summary of the different clusters of people you're designing your service for.

Empathy mapping - useful to help people to walk in the shoes of others. Useful to think about people who use your service as well as those stakeholders you want to engage with your ideas.

Journey mapping - useful for making sense of lots of information and to visually represent the end to end experience of a person through your service, including their expectations, how they think and feel and opportunities for improvements.

Affinity mapping - making sense of data collected from research

Rapid ideation methods - eg, the anti problem / trigger cards - come up with as many ideas as possible without judgement

Prioritisation matrix - deciding what to take forward based on pre-agreed criteria

Explore the challenge - ie, understanding what we know, assume and need to find out about a challenge. I use this at the start of a project to surface the team's often hidden assumptions and work out what we need to discover.

Creating a discovery backlog - 2x2 matrix assessing urgency and knowledge to prioritise research activity.

Assumptions grid - identify and prioritise the high risk assumptions because these are the ones we need to work on first.

Stakeholder mapping - used in two ways. Firstly to identify the different types of people who interact with a service - staff, different types of users, including the outliers. Secondly, to identify the influencers we need to engage throughout the project.

User research planning cards - these are cards I've developed to help teams think about which research methods are most appropriate for the situation and plan what they'll do / how they'll record the data.

User stories (As a... I need to... so I can... but surprisingly...) useful to make sense of research and prioritise what you'll work on. And establish whether your idea meets the need.

How might we...? Questions - useful for framing and reframing the challenge.

Prototyping - role play / scale model / storyboard / mock-up / paper prototype etc - used to test out ideas rapidly and tangibly with people.

Prototype evaluation canvas - a set of questions to be asking about the prototype to help us decide what to do next.

Service blueprint - a bit like a journey map, but with added layers of what must go on behind the scenes within the organisation. Useful when thinking about implementation and the viability and feasibility of an idea in detail.

Framework for Prioritising User Research - 2 x 2 matrix assessing problem clarity and risk to help decide whether to do in-depth user research or go straight to prototype and testing.

Value proposition canvas - Useful in thinking about what value your service offers to the service user. It helps frame thinking around the question of what problem is your service helping to solve? This leads into the BMC.

Business model canvas - elaborates on the VPC and adds further detail that help organisations to consider the financial viability of their proposition and business model.

### After successfully attending my training sessions, participants will typically be able to:

The answer to this question depends on which training session they've participated in.

Service design in practice shifts people's mindsets towards one where they think about their services very differently from when they started





the programme. One where they question assumptions, walk in the shoes of their service users, don't jump straight to solutions and they become more creative in their thinking. I believe that if you shift someone's mindset, it changes everything. Howard, who was on our first programme, said, "Once you've seen it, there's no going back". With regard to specific tools and methods, they leave the service design in practice programme being able to:

- Reframe a problem or challenge statement
- Question assumptions
- Prioritise challenges and/or solutions to work on
- Interview people for research
- Document design decisions
- Analyse and synthesise data
- Critically analyse their work
- Prioritise challenges, assumptions and ideas to work on
- Prototype and test potential solutions
- Facilitate workshops
- Communicate the benefits of service design with colleagues
- Influence stakeholders to understand and embrace service design
- Some have gone on to teach others about service design (The star pupils!)

### **I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:**

Service Design in Practice: participants have to facilitate an engaging presentation and activity for their peers, sponsors and facilitators, which reflects their learning from the programme and the progress they've made on their work-based challenge. They are challenged and questioned by the audience within this session.

We also offer one-to-one coaching sessions to explore areas participants struggle to understand, which really helps build their skills and competency.

We start each workshop by reflecting on past learning and sharing what, if anything, they're finding difficult.

These constant and fast feedback loops help us to understand where we need to add further support on an ongoing basis.

We also run quizzes with the cohort to test learning periodically.

### **I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:**

At the end of most sessions I run, I leave time within the session to run what I call "plus / delta" I ask what worked? / what could we have done differently?

I also use feedback questionnaires and one-to-one interviews for feedback (especially from Service Design in Practice - SD in P). I listen out for patterns in the feedback to iterate our session design. Here are a handful of the many improvements I've made based on feedback:

SD in P: Participants felt a bit lost in the process. When we started an activity, they weren't sure how it fit into the overall framework. We now begin a new phase of work by referring back to the Double Diamond and plot where we are on the framework, why we're doing this activity and the intended output. We also start the next phase with a little retrospective of the previous phase. This has helped people realise the activities' relevance and see where they are in the overall framework.

SD in P: In the first cohort, participants were all encouraged to bring their own work-based challenges to the group to work on during the programme. However, that resulted in too many different projects and ideas floating around without enough resources for any one of them. We, as facilitators, were spreading ourselves too thin. It was difficult to keep up with them all. And participants felt alone in their work.



Furthermore, not every participant has a valid challenge to bring to the table. For the second cohort (which was in-house with Welsh Gov.) the entire cohort worked on a single challenge. However, we found that it was a case of “too many cooks spoil the broth”. In particular, it became overwhelming to make sense of the research data. With the third cohort, I think we’ve struck the right balance. We had 3 challenges that the cohort of 12 worked on. This worked much better. People were able to join together as a team with others from outside their organisation. They could solve problems together and the learning experience was vastly improved.

SD in P: we heard that people were missing the one-to-one conversations over coffee when we went fully online during COVID-19. We introduced “randomised coffee bingo”. 20-minute, one-to-one meet-ups with other cohort members between workshops. This serves to create better bonds between participants.

SD in P: On a more practical level, we heard that some people preferred the option to have the book we offer participants digitally on a Kindle, so we now offer that option at enrollment.

SD in P: the programme that begins in March usually ends in September. However, this leaves a long gap over the summer between the last workshop and the show-and-tell session. Participants found it hard to continue working on their work-based challenges over the summer and struggled to get back into things after the long break. We have moved the show and tell to a later date and added a 1-hour check-in early in September

SD in P: we hear that people get more distracted while attending the online workshops than face-to-face sessions. As a result, we increased the number of face-to-face sessions and included some instructions at the start of online sessions on how to switch off notifications on Teams / close down tabs. We also agree as a cohort on the behaviours we expect of each other at the start of the programme and remind people of these at each session.

Leading Digital Services: We ran this multiple times. This offered us the opportunity to iterate and improve our offering continually. For example, we made the session shorter (90 mins instead of 2 hours), we reduced the time spent on intro’s and got to the content sooner, we also engaged with each organisation before the leader’s session to understand the context they were working in and so we could weave some of that narrative into the session - to make it more relevant and make sure we were pitching it at the right level for the audience. Also, as things were evolving so quickly in Wales at the time, we were able to iterate the design to incorporate the new digital service standards and digital strategy as well as case study information from the “demonstrator project” - work that was ongoing on Adult Social Care Front Door Services.

<https://digitalpublicservices.gov.wales/toolbox/digital-service-standards/>

We used a feedback form we sent to participants after the event and shared the results openly with the client.

**I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:**

- I’ve actively participated in Service Design in Government annual conferences since 2015 as an active participant and a speaker (on two occasions). I have an ongoing mutual coaching relationship with another service designer working in social housing. We spend 2 hours a month coaching each other. I have continued my own professional development and, in June 2022, completed the “Selling Service Design” course with Marc Fonteijn. <https://www.servicedesignshow.com/courses/selling-service-design/> In November 2020, I completed “Scaling Good Services” with Lou Downe. <https://good.services/scaling-good-services>. I’m booked into Designing Sustainable Services with Lou Downe this year., and Camp Digital 2024 and will again attend Service Design in Government.

**I actively support the local or national service design community through:**

Pre-Covid, I jointly initiated the set-up of the Service Design Cardiff network with Jess Neely. We met monthly for about a year, inviting speakers and organising networking events. Things never re-started after Covid. However, Jess and I recently collaborated with the Centre for Digital Public Services to start Service Design Cymru - a national network for service designers and the “service design curious” in Wales. Our first meeting is 21st February 2024.

<https://digitalpublicservices.gov.wales/courses-and-events/communities-practice/service-design-cymru>

I lead a core team of volunteers to organise GovCamp Cymru - and have done so since 2014. This is an ‘unconference’ for people interested in



improving public services in Wales. While this doesn't have "service design" written all over it - it brings together a valuable network of people who are thinking differently about the future of public services and how we might innovate to meet the current and future needs of people and the planet. After a pause due to Covid, we re-ignited this annual community event in 2022 and 2023.

<https://www.govcamp.cymru/>

I run an alumni network (for former participants and sponsors of Service Design in Practice) - meeting monthly online. This helps to connect people across different cohorts. People share challenges, hear from speakers (often former participants in the programme) and learn from one another.

I have offered free support to the new service design apprenticeship programme in England, including a welcome video with hints and tips for budding service designers.

### **I have participated as a speaker in the following events:**

All Wales/Cymru Housing Transformation Network (December 2023)

Service design and assumption testing.

Community Housing Cymru, One Big Housing Conference (July 2023)

Panel discussion member: Working in partnership with tenants and communities

<https://sites.google.com/chcymru.org.uk/chconebig23/home>

Unboxed & ServiceWorks roundtable: Upskilling in-house teams and building capabilities (January 2023)

Lightning Talk: Most training gets stuck in the training room, followed by round table discussion.

This blog post refers to this session content <https://www.weareserviceworks.com/blog/most-training-gets-stuck-in-the-training-room>

Centre for Digital Public Services Webinar (March 2021)

Skills and Capability

<https://digitalpublicservices.gov.wales/knowledge-sharing-series-event-5-skills-and-capability/>

Service Design in Government (March 2020)

Service Design: Not just a toolkit but a way of being

<https://2020.govservicedesign.net/programme/service-design-not-just-toolkit-way-being>

Shifting Paradigms (July 2020)

Speaker Bomb: Being comfortable with ambiguity needs to be the new norm

Event site <https://bigideauk.co.uk/shifting-paradigms/>

Video [https://youtu.be/aRCvPMR\\_6Ac](https://youtu.be/aRCvPMR_6Ac)

Blog post write up <https://uxdesign.cc/being-comfortable-with-ambiguity-needs-to-be-the-new-norm-42c3142a0b93>

Staying Healthy at Work: Problem Solving Webinar (2020)

Institute of Leadership and Management

[https://www.institutelm.com/event\\_listing/staying-healthy-at-work-problem-solving.html](https://www.institutelm.com/event_listing/staying-healthy-at-work-problem-solving.html)

Service Design Cardiff network (September 2019)

Engaging Hearts and Minds - talking about the mindset shift necessary to change practice

[https://www.meetup.com/Service-Design-Cardiff/events/264243085?utm\\_medium=referral&utm\\_campaign=share-btn\\_savedevents\\_share\\_modal&utm\\_source=link](https://www.meetup.com/Service-Design-Cardiff/events/264243085?utm_medium=referral&utm_campaign=share-btn_savedevents_share_modal&utm_source=link)

Chartered Institute of Housing, Wales annual TAI Conference (Summer 2017)

Leading the Way - Service Design

Joint presentation with Bonnie Navarra from the Office of the Future Generations Commissioner, Wales.



(Link now expired)

Service Design in Government (March 2016)

Gamestorming - using design games for impact

<https://archive.govservicedesign.net/2016/sessions/index.php?session=57>

### I have published the following books/articles on service design and related fields:

Walking in Tenant's Shoes (May 2022)

SDN Website

<https://www.service-design-network.org/case-studies/reducing-late-and-non-payment-of-rent-for-a-social-housing-client>

This blog post was re-published by the UX Collective on Medium (August 2020)

<https://uxdesign.cc/being-comfortable-with-ambiguity-needs-to-be-the-new-norm-42c3142a0b93>

Welsh Housing Quarterly Magazine (2019)

Putting Users at the heart of what you do

Jo Carter explains the principles and potential of service design

(subscription magazine, so cannot provide a link to the article)

<https://whq.org.uk/the-magazine/>

Two part article published by Companies House in the UK, (November 2018)

Personas: why and how we use them <https://companieshouse.blog.gov.uk/2018/11/05/personas-why-and-how-we-use-them-part-1/>

<https://companieshouse.blog.gov.uk/2018/11/07/personas-why-and-how-we-use-them-part-2/>

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