#ENDHOMELESSNESS REVIEW OF LITERATURE & PRACTICE: CO-DESIGN

A review of local, national and international literature and practice on co-design for complex issues and how to build capacity at scale

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Introduction

This report has been prepared to aid the development of co-design capacity, in support of the Western Australian Alliance to End Homelessness (WAAEH).

This paper aims to enable increased understanding of co-design literature and practice, specifically in relation to innovation in social service and systemic design. This review will comprise of four sections:

1. The notion of “co-design” will be broken down and explored.
2. Several case studies of exceptional co-design projects will be presented.
3. A selection of design toolkits will be presented and summarised.
4. A selection of relevant literature concerning capacity building will be discussed.

By contextualising ‘co-design’, presenting examples of contemporary practice, reviewing relevant pre-existing toolkits and providing a review on capacity building, this report will support the development of co-design capacity towards the aims of the Western Australian Alliance to End Homelessness (WAAEH).

This review has been written to inform a general stakeholder audience comprised of WAAEH alliance members and other interested parties.

SECTION 1) CO-DESIGN: AN OVERVIEW

In order to convey the concept of “co-design,” it is worth breaking down and clarifying “co” and “design,” separately.

Section 1) will include:

- A definition of “design” as something done by all humans
- An explanation of “design thinking”
- An explanation of design as a multi-step process
- A description of the stages of a design process
- An overview of the Western Australian understanding of “co-design”
- An explanation of how co-design can improve services *and* systems

‘Design’ = something that we all do

Design is often described and understood as something done by professionals such as graphic designers, fashion designers, web designers, landscape designers, architects, service designers, systemic designers and so on. However, ‘design’ is actually something that all humans do. Design is “something that is inherent within human cognition,” and a “key part of what makes us human”. (Cross, 2011).

> ***“All humans are designers. All that we do, almost all the time, is design, for design is basic to all human activity. The planning and patterning of any act towards a desired, foreseeable end constitutes the design process.***
>
> ***Any attempt to separate design, to make it a thing-by-itself, works counter to the fact that design is the primary underlying matrix of life.***
>
> ***Design is composing an epic poem, executing a mural, painting masterpiece, writing a concerto. But design is also cleaning and reorganizing a desk drawer, pulling an impacted tooth, baking an apple, choosing sides for a backlot baseball game, and educating a child”***
>
> **(Papanek, 1985)**

On one hand will always need specialised design professionals, who develop their expertise and practice in particular disciplinary areas. It takes years of training and experience to become a master designer in these fields. Design professionals of many kinds will be involved in the WAAEH project.

On the other hand, when we also understand that we are all designers, we can all become more intentional about our own inherent power and aptitude to create change for the better. Whether we are employed, unemployed, young, old, well, unwell, or experiencing homelessness. Working together, we have the capacity to ask questions, to plan, to test out something new, and to make changes.

"As human beings, we continuously create things that help reshape the reality and essence of the world as we know it.

When we create new things – technologies, organisations, processes, environments, ways of thinking, or systems – we engage in design.

To come up with an idea of what we think would be an ideal addition to the world, and to give real existence – form, structure, and shape – to that idea, is at the core of design as a human activity".

(Nelson & Stolterman 2012)

When we all frame ourselves as designers, we can understand how the "future of civilisation is our common design project". In this way, design provides us with a lever for change that we can use to address the complex environmental, social and economic issues of our day (Berman & Spiekermann, 2008).

A review of design theory literature has uncovered the following common elements of 'design' in this most basic fundamental sense:

Design involves...	Reference
Intention, deliberacy or purpose	(Eames, 1972), (Nelson & Stolterman, 2012), (Wahl, Orr & Leicester, 2016), (Curtis, 2019).
Creation, conception or planning	(Buchanan, 1992), (Cross, 2011), (Nelson & Stolterman, 2012)
Improvement towards a more desirable future	(Olson, 2017), (Papanek, 1985), (Simon, 1969)
Participation (as design is done by people, for and/or with others)	(Brown, 2011), (Schön, 1988)

To summarise these elements: 'design' is when something is created with intention, to improve something for someone.

What is “design thinking”?

A range of non-design professionals such as managers, strategists, teachers, and youth workers are *optimising* their inherent inner designer by intentionally using “design thinking” to solve problems and make improvements for themselves and others. But what is design thinking?

If you took an architect, a furniture design, a graphic designer, a service designer, and a landscape designer and examined what they had in common (as designers), you would find a shared understanding of a fundamental design process, and ways of thinking about this design process.

The universal set of design fundamentals that can be “bottled up” and applied by non-designers, has been called “design thinking”. (Mosely, Wright, & Wrigley, 2018; Johansson-Sköldberg, Woodilla, and Cetinkaya, 2013).

When we use “design thinking,” we think and act like a designer. The most well-known “bottling up” of design thinking has been produced by IDEO, an American innovation consultancy.

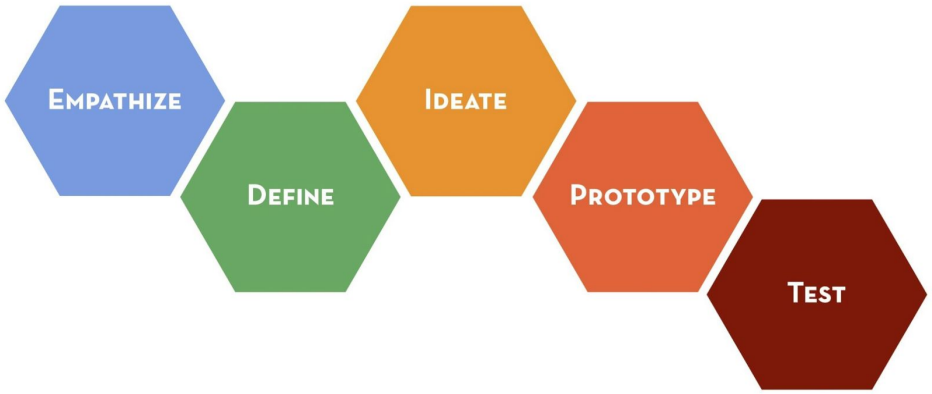
Numerous organisations have performed their own “bottling up” of what they consider and describe as the universal set of design fundamentals. This is why you can see a variety of different “design thinking” books and courses available.

Design involves a disciplined multi-step process

The most fundamental element of design thinking is a disciplined multi-step design process. A designer will move through these phases using a variety of tools at each stage of the process. Experienced designers can responsively customise and adjust their process on-the-go, moving back and forward, utilising different processes and tools as required. For an experienced designer, the design process tends not to be linear.

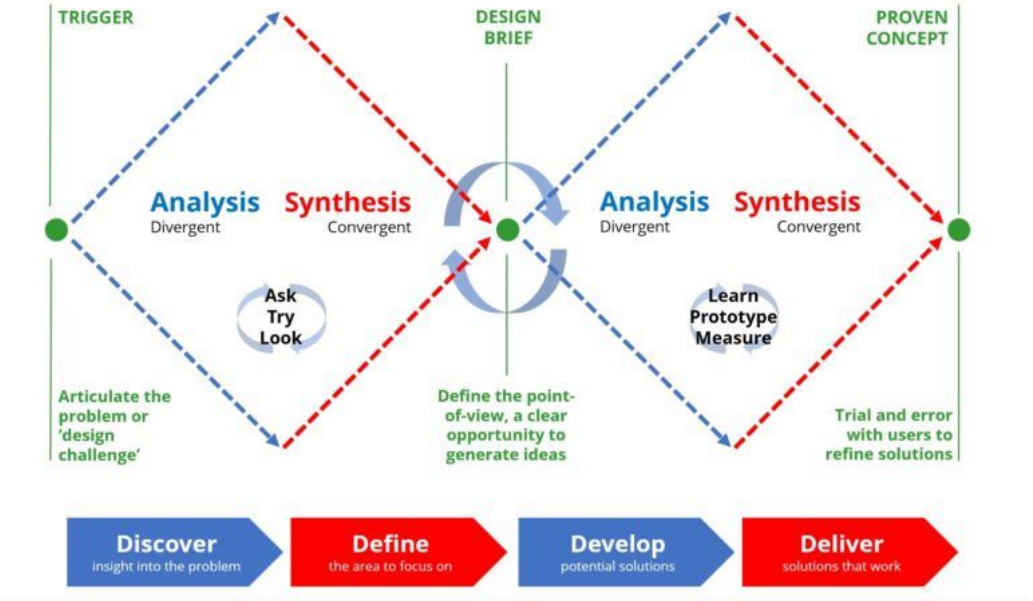
There are numerous design frameworks that illustrate variations of the design process. These frameworks can be customised, though you will expect to see similar stages in all design processes (empathizing, defining the problem, devising ideas, prototyping and testing solutions). A beginner design is more likely to closely adhere to one selected process as they gain experience.

Stanford d.school Design Thinking Process



More details about this process and its stages: PDF (link)

The UK Design Council's Double Diamond



What about co-design?

"Co" is a *prefix* (which is: letters added at the front of a word). "**Co**" can mean:

- "with : together : joint : jointly". For example: "cooperate, co-exist". and,
- "one that is associated in an action with another : fellow : partner". For instance, a "co-founder". (Merriam Webster, 2019).

If "design" means to create with intention, and "co" means "together", then "co-design" is creating together with intention (Curtis, 2019).

"Co-designing = collaborating, including and designing WITH people that will use, deliver or engage with a service or product"
(Ingrid Burkett, 2016)

Stages of a design process

There are a number of different design frameworks out there, with differing processes and different names for stages. This can cause some confusion for a beginner seeking to use design thinking for the first time. There are a few stages which are somewhat universal across all frameworks (albeit with varying language). These are outlined below. In a "co-design" process, you would expect to see stakeholders and users actively involved at each stage of a design process.

Stage of the design process	What is this stage about?	Just a few of the many different tools that can be used at this stage.
Empathise / Discover	Gaining a deep understanding of the problems and realities of the people they are designing for.	• Observing • Interviewing
Define	Making sense of what you have learnt. Synthesizing the insights gained from the Empathise stage, into a "problem statement".	• Space Saturation and Group (pinning up all observations and looking for patterns). • Empathy mapping (reflecting on what users said, did, thought and felt in the Empathise stage) • Forming a Point of View (POV) meaningful and actionable problem statement. • Using "How Might We" questions.
Ideate	Generating a large quantity of ideas.	• Brainstorm • "Worst Possible Idea" session
Prototype	Creating some kind of "mock-up" of an idea so that it can be tested with users.	• "Low Fidelity" prototyping (storyboarding, sketching, card sorting ideas etc)
Test	Generating user feedback for the prototypes that have been developed.	• User testing.

Western Australian understanding of co-design

In order to talk about co-design at the Western Australian level, it is useful to know how local organisations understand it. These definitions provide insights into how co-design is viewed in relation to each organisation's context.

WA Council of Social Service (WACoSS)	WA Mental Health Commission (MHC)	Government of WA, Department of Finance, Funding and Contracting Services (FaCS)
Collaboratively designing services with service-users, service-deliverers and service-procurers.	Identify and create a plan, initiative or service, that meets the needs, expectations and requirements of all those who participate in, and are affected by the plan.	Collaboratively designing services with stakeholders such as service users, community services organisations including service providers, and government agencies, using a structured approach. It allows for stakeholders to have meaningful and significant influence over the community services being planned; more so than less collaborative stakeholder engagement activities.

Co-design for services and systems, in response to complex issues

Co-design can be used for service improvement and transformation

At one level co-design can be used to improve or even reinvent services in order to boost outcomes for clients. From small improvements to services in areas such as procedures, forms, communications, amenities and so on, to the complete redesign of program logic models and transformation of services. New service offerings may be created to improve client outcomes, and these could potentially be scaled to benefit even more clients.

Co-design also improves how systems function

At another level it is possible to see how co-design can be also used to optimise our *service systems*, in response to complex issues like homelessness.

In Western Australia, those experiencing homelessness typically interact with a range of organisations. From State Government Departments including Health, Justice, Transport, Housing, Communities, Child Protection and Family Support, to the Police Force, the Family Court, the Drug and Alcohol Office, the Disability Services Commission, Local Governments, plus a range of nonprofits relating to employment, tenancy, mental health, drugs and alcohol and more. The system is incredibly complex. People experiencing homelessness who interact with these services report confusion. Inefficiencies, barriers and blind spots in the system cause unnecessary pain and hide missed opportunities.

Ingrid Burkett (2016) explains how co-design is not only a process for service improvement, but for system optimisation. When co-design processes involve many agencies from across a system, the process can improve the ability of that system to comprehend and respond to diverse feedback.

> "*Co-design is about engaging people into the design of improvements, innovations and impacts - drawing together their collective experiences to build services and outcomes that are as good as they can possibly be.* ***Co-design is not focussed only on including the voices of end users - but on building mutual understanding across the service system.*** *In order to change complex and entrenched social issues we need to incorporate the skills, knowledge and experiences of ALL people involved*" (Burkett, 2016).

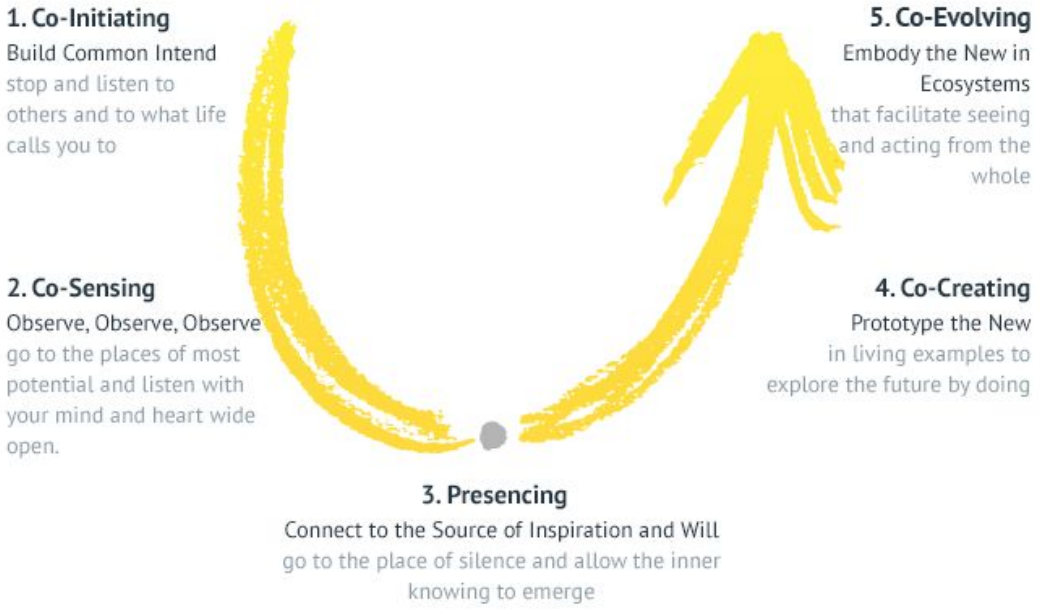
Therefore, whilst on one level the co-design process can be used to improve or transform services for clients, co-design processes also improve the health and functioning of the overall system.

When a range of stakeholders from a system (including leaders, staff, clients and outsiders) participate in co-design processes for complex issues, the system can:

- harness collective intelligence, improving the ability of participants in a system to incorporate understanding from multiple perspectives (Hocking, Brown & Harris, 2016).
- create a "third space" that can hold multiple worldviews simultaneously - boosting our ability to solve cross-cultural problems together (Muller & Druin, 2002).
- discover blind-spots that may have inhibited the achievement of desired outcomes (Scharmer, 2016).
- unite mixed-interest groups together and enable more productive cooperation through shared intentions and visions (Scharmer, 2016).

Using the Presencing Institute's Theory U process

Whilst those who are co-designing can use a variety of design frameworks previously mentioned, including that of Stanford d.school, and the UK Design Council's double diamond, the Presencing Institute's Theory U framework is particularly useful for co-design in systems, in response to complex issues.



SECTION 2) CO-DESIGN: A REVIEW OF PRACTICE

For this review, a selection of exemplary instances of co-design in practice have been identified and described in mini case studies. The purpose of this section is to a) increase understanding of co-design through provision of real project examples, and b) to identify particular learnings that can be drawn from these project examples.

Each mini-case study has been given a "theme" title, indicating one key-learning that we can draw from each particular co-design project.

Case study: co-design is responsive to the needs of individuals

Co-design project: *Homestretch* (Western Australia)

Situation: Children in state care are largely left to fend for themselves upon turning 18. These young people are particularly vulnerable.

Description of the co-design project: Home Stretch is an Australian initiative that supports young people in State care until the age of 21.

The Western Australian State Government commenced a Home Stretch trial in April 2019, with 20 young people participating. This trial; a partnership between the Department of Communities and Anglicare, will be implemented in the southern metropolitan region. The trial will provide enhanced support to vulnerable young people aged 18-21 transitioning from out-of-home care to independence.

This trial will include one-on-one support and a safety net fund to provide stable living arrangements and facilitate access to health, education and life skills services.

Reflection: Instead of making assumptions about what young people need, this trial will enable young people to be involved in designing services that respond to their needs.

Sources / more information:

- http://thehomestretch.org.au/news/wa-state-government-announces-home-stretch-trial/
- https://www.perthnow.com.au/news/wa/wa-homestretch-launch-andres-on-the-home-stretch-ng-9ad5cf94d951f4eb2b98a2d76b1ad1c3

Case study: co-design supporting the success of Housing First in Auckland

Co-design project: *Housing First Project in the City of Auckland* - a project facilitated by Lifewise, the social development arm of the Methodist Mission Northern (Auckland, New Zealand).

Description of the co-design project: Lifewise has been using a design process to adapt the internationally proven Pathways Housing First model for Aotearoa and the Auckland city centre. The design team included Māori people as well as those with lived experience of rough-sleeping. The team used design methods like empathy interviewing, journey mapping and personas to gain insights, and generated a range of prototypes to help rough-sleepers successfully transition to permanent housing. Prototypes included:

- Helping participants set kawa (rules) for their home.
- Powhiri / welcoming events to help participants set kawa for their home.
- Harm minimisation techniques to prevent drug use from jeopardising tenancy.

Results: between May 2017 and February 2019, 419 new households have been established as a result of the Housing First approach in Auckland. Link.

Reflection: On the surface level we can see how Lifewise has adapted the Housing First model for the Auckland context using co-design methods. However it is important to note that the success of this project is due to a group of organisations using a collective impact model, which is supported by a backbone organisation. Co-design requires an intentionally collaborative environment.

Sources / more information:

- https://www.housingfirst.co.nz/
- https://www.housingfirst.co.nz/about-us
- https://www.lifewise.org.nz/wp-content/uploads/2018/10/storyofhousingfirst_digitalFinal.pdf

Case study: prioritising outcomes over outputs

Co-design project: *Co-parenthood* led by the Australian Centre for Social Innovation (TACSI), (Adelaide).

Situation: there are currently 46,000 Australian children in out-of-home-care. When it is possible and safe, children experience the best outcomes when they stay connected to their own family. However, it is uncommon for children in foster care to return home to their family of origin. Intergenerational cycles of engagement with the child protection system have also been observed (TACSI).

Description of the co-design project: the team at TACSI engaged in a co-design process to improve outcomes for those engaging with the child protection system. The team undertook deep research on what works and doesn't work in family restoration. During the insights journey, the team met "outlier" carers and parents who were demonstrating unusually high restoration rates by working "secretly" to build the resilience, parenting skills and social networks of parents.

The TACSI team learnt alongside these families, prototyping with them, a new service model with a whole-family approach. As a result of the co-design process, a "shared-parenting model of foster care, " called "Co-parenthood" was developed. Parents and carers work together towards returning children home.

Reflection: co-design helps us shift our focus from outputs to outcomes. Instead of continuing "business as usual" and delivering the same response (foster care), this project shows us what happens when desired outcomes are prioritised.

Source / more information: https://www.tacsi.org.au/work/co-parenthood/

Case study: combining co-design and collective impact

Co-design project: *Children and Youth Area Partnerships* (Victoria)

Situation: Many children and young people in Victoria still face significant obstacles to living a happy and fulfilling life.

Description of the co-design project: The Inner Gippsland Area Partnership used co-design to develop fresh approaches to build the capacity of local parents to foster an environment where children can thrive in their first 1000 days (conception to age two).

Run over eight weeks, teams from the four local government areas focused on working on a key issue in their community using a co-design process to identify and develop innovative ways to improve outcomes for children in their early years. The process deepened people's understanding of the issues and the protective factors that support positive wellbeing and development in children, directly informing the prototypes and solutions developed.

Reflection: The Area Partnerships utilise co-design, along with the collective impact approach. Using co-design, each Area Partnership is able to respond to its unique context and local factors that contribute to vulnerability by drawing on local data and knowledge. With regards to collective impact, each partnership is supported by a backbone, in the form of a Principal Advisor, and by the central Vulnerable Children's Reform Unit. This helps keep diverse efforts aligned across different areas of Victoria.

Sources / more information:

- http://prevention.health.vic.gov.au/blog/posts/co-designing-solutions-for-children-s-first-1000-days
- https://areapartnerships.vic.gov.au/

Case study: co-design enables a “third space” which supports decolonisation and transformation

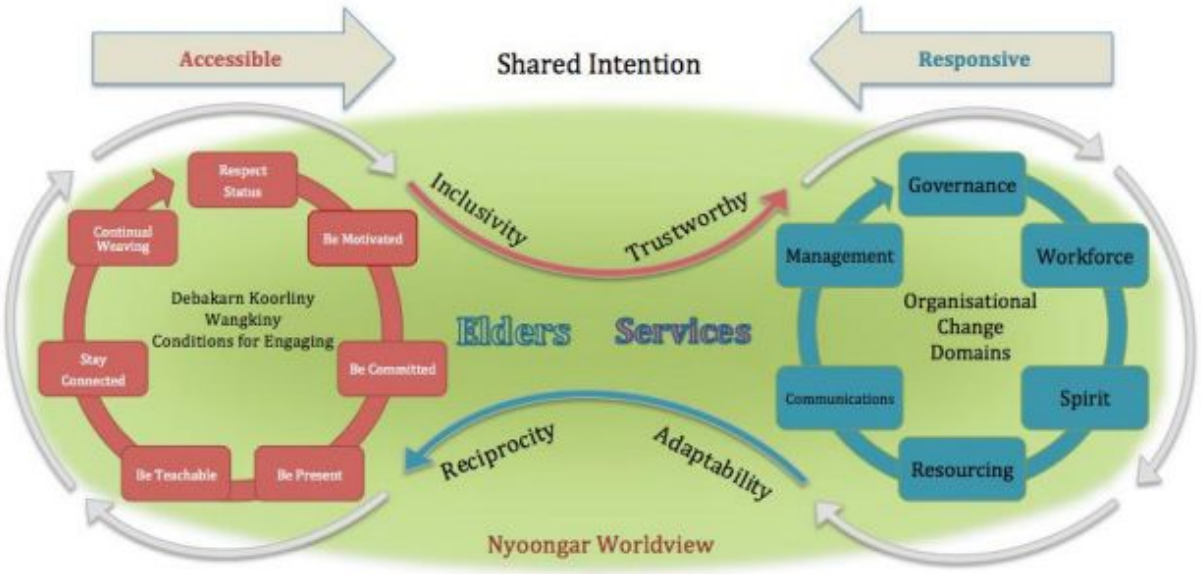


Figure 4. *Minditj Kaart-Moorditj Kaart*: A comprehensive framework for systems change in service delivery.

Co-design project: *‘Looking Forward, Moving Forward’ Systems Change Project* (2017 – 2022) (Western Australia).

Situation: Mental health systems in Australia do not offer culturally appropriate services for Aboriginal people, which can result in negative experiences and poor outcomes.

Description of the co-design project: Through a process of co-design with Aboriginal Elders and service provision partners, this project is implementing and evaluating the ‘Minditj Kaart-Moorditj Kaart’ (‘sick head to good head’) Engagement Framework, a culturally secure systems change framework to alter the way in which these services work for and with Aboriginal people. This framework is based on cultural knowledge, endorsed by local Elders and promotes the importance of working relationships through respect, trust and inclusivity.

Reflection: The project aims to integrate an Aboriginal (Nyoongar) worldview within service organisations. Minditj Kaart-Moorditj Kaart demonstrates deep co-design processes, enabling the creation of “third spaces” that deepens understanding of Noongar culture and enables western structures to be challenged.

Sources / more information:

- https://www.telethonkids.org.au/our-research/brain-and-behaviour/mental-health-and-youth/aboriginal-health-and-wellbeing/archive---aboriginal-mental-health/looking-forward-moving-forward/
- https://waamh.org.au/development--projects/aboriginal-engagement/looking-forward-project/

Some additional co-design projects for reference

Western Australia

Project, Organisation or Person	About	Methodologies	Link
Project: *Designing for an Independent Future (D4IF)* at Anglicare (2019)	This project will design, test and implement new intervention methods to meet the needs of homeless young people in the Perth metropolitan area to assist in their connection to employment.	Participants will be involved in three to five co-creation workshops, where ideas and solutions will be documented to be developed into detailed proposals. Prototypes of these solutions will be developed and tested by participants and relevant organisations, including mockups of websites or mobile apps, videos or storyboards of a service intervention that testers can engage.	https://www.jobs.gov.au/anglicare-wa-designing-independent-future-d4if
Project: *North-West Aboriginal Housing Fund* :This is a project that will support hundreds of Aboriginal people to	The fund will provide opportunities for the State Government to co-design projects with local Aboriginal organisations to ensure projects	The project to build 50 additional transitional houses in the Kimberley will be partly co-designed with Binarri-binyja yarrawoo Aboriginal Corporation, the backbone organisation of Empowered Communities in the East Kimberley. This co-design will include plans	**Factsheets:** https://regionalservicesreform.wa.gov.au/sites/regionalservicesreform.wa.gov.au/files/NWAHF_facts

move out of social housing into transitional housing, private rental accommodation or home ownership. (2018)	are targeted and tailored to the needs of Aboriginal people.	for intensive, wrap-around services that will support the tenants, and ongoing assessment of the services to ensure they are relevant and effective.	heet_29012018.pdf https://regionalservicesreform.wa.gov.au/pr/north-west-aboriginal-housing-fund

Australia

Project	About	Methodologies	Link
Project: *Furthering self determination: Collaboration and partnership to support Community-led innovation* by Australian Centre for Social Innovation (TACSI)	TACSI are supporting the progression of Aboriginal Justice Agreement work to address complex criminal justice challenges facing the Aboriginal Community.	This area of work has involved the co-design of initiatives to reduce over representation of Aboriginal people in the criminal justice system.	https://www.tacsi.org.au/furthering-self-determination/
Project: *Co-design with Service Users: Outer Eastern Melbourne* With co-design leadership from Ingrid Burkett	The Outer East Children and Youth Area Partnership (OECYAP) is a place-based, cross-sector initiative to improve outcomes for vulnerable children, young people and their families.	The work of the OECYAP is underpinned by codesign, and in 2015, the OECYAP partnered with the Victorian Council of Social Service (VCOSS) to host a two-part, professional development series to build the skills and knowledge of workers across a variety of organisations in the	A link to the training materials from this co-design professional development (PDF): https://melouteast.areapartnerships.vic.gov.au/file/2446/downl

		Outer East to create new solutions with service users, not for them.	oad?token=OGJTNg1-

New Zealand

Project	About	Methodologies	Link
Project: *Working together to Achieve Wellbeing in Waitematā* (2017) Supported by Design Coach, Penny Hagan	A collaboration between family violence networks in Waitākere, North Shore and Rodney, central and local government that explored how to increase community-led primary prevention of family and sexual violence.	This project used a co-design approach that involved community members, members of the family and sexual violence sector and people from the community sector, local council and central government. It took a strengths-based approach and specifically focused on the factors that protect against violence.	**Report link:** https://library.nzfvc.org.nz/cgi-bin/koha/opac-detail.pl?biblionumber=5246

SECTION 3) CO-DESIGN: A REVIEW OF TOOLKITS AND RESOURCES

A selection of co-design "toolkits" and resources have been identified and are outlined below. The purpose of this review is to identify features amongst the resources that the Western Australian Strategy to End Homelessness Toolkit may draw from or emulate.

Case study: decentralising design capacity

Project: *Lifehack* was a systems-level intervention in youth mental health and wellbeing in Aotearoa New Zealand. Whilst this project is not an example of a toolkit per se, this project demonstrates how distributing design expertise (through intentional distribution of tools and training) can improve the adaptivity and responsiveness of a system.

Description of the project: Between 2013-2017 the *Lifehack* project "developed, modelled and evaluated a range of approaches to innovation in youth-wellbeing, drawing on existing evidence from wellbeing science, design, social entrepreneurship and technology. Lifehack worked at a systems level, building the capability of the youth workforce to apply tools and methodologies from these different disciplines to enable them to work in a more cross-sectoral way, better identify local issues and youth vulnerabilities, and co-design more effective and contextual responses with the young people and communities affected" (Lifehack, 2017).

Change agents were provided with innovation tools to help them identify and respond to specific issues, gaps and opportunities for young people in their communities.

Reflection: The *Lifehack* project demonstrates the benefits of purposefully de-centralising design. Instead of relying only on external design consultants, this project intentionally developed the capacity of members of the system to use design tools themselves.

Sources / more information:

- https://lifehackhq.co/enabling-participation-in-co-design/
- https://lifehackhq.co/run-codesign-workshop-town/
- https://lifehackhq.co/lifehack-resources/co-design-youth-wellbeing-team-discussion-cards/
- https://docs.google.com/document/d/1lU79IcNnIa6Q9dXIXvC7RXSR0IcDgbFQjAubDTtmsfI/edit
- https://lifehackhq.co/wp-content/uploads/2017/04/Lifehack-Impact-Model_March2017v1.5-2.pdf

Case study: IDEO's Human Centered Design Toolkit

Toolkit: IDEO's Human Centered Design Toolkit (USA)

Description of the toolkit: In April 2015, IDEO.org launched *the Field Guide to Human-Centered Design*. The Field Guide is the latest in IDEO.org's suite of teaching tools and a step forward in sharing the practice and promise of human-centered design with the social sector.

A full-color, 192-page book, the Field Guide comes with 57 design methods, the key mindsets that underpin how and why IDEO.org believes design can change lives, a full slate of worksheets, and case studies from projects that show human-centered design in action.

Reflection: This comprehensive Field Guide reminds us that we do not need to completely "reinvent the wheel" with our Western Australian co-design toolkit for WAAEH. Rather, our Western Australian toolkit will be customised for the Western Australian context, and will provide specific guidance to those working to #EndHomelessness. Members of the WAAEH alliance should know that if they wish to continue deepening their design knowledge and skills, they can explore more toolkits online, such as this one by IDEO. We can draw from multiple sources when we co-design.

Source / more information: http://www.designkit.org/

SECTION 4) CAPACITY BUILDING AT SCALE: A BRIEF REVIEW

This section will look at:

- Theories that can inform the building of capacity at scale
- The enabling conditions that will need to be fostered
- Examples of co-design capacity building at scale
- Western Australia's current strengths re: co-design capacity.

Theories that can inform the building of capacity at scale

Co-design capacity building isn't only about building "design expertise" within individual professionals in the social service sector. Rather, co-design capacity should be built at and between individual, interpersonal, collaborative and systems levels.

- At an **individual level**, members of a network should be given opportunities to develop *expertise* and *experience* both in design, and in domain knowledge.
- At the **interpersonal level,** members should be given time to build social capital (in the form of *trust* and *working relationships*), between each other.
- At a **collaborative** level, the productive cohesion and innovative capacity of groups, teams and organisations should be optimised by leadership.
- At the **system level**, we can comprehend how a service system can increase its *adaptive capacity* and *responsiveness to complex issues*, when individual, interpersonal and collaborative levels are well-attended to. Policy and funding responses (government, philanthropy and impact investing) should also be optimised in order to support the adaptive capacity of the system.

Given the interdependence and complexity of a system, a strategy for building co-design capacity at scale should be informed by learning theories that factor in social aspects of learning, and the emergent properties of complex systems. Building capacity within a system is not a linear exercise, and is less contingent on individual development of knowledge, than it is on relationships and information exchange throughout a system.

Theories that can inform the	References

building of capacity, at scale	
Asset-based Community Development (ABCD)	A strategy for sustainable community driven development, ABCD builds on the assets that are already found in the community and mobilizes individuals, associations, and institutions to come together to build on their assets (Collaborative for Neighborhood Transformation, 2017).
Social Capital	Whereas physical capital is the formation of tools to facilitate production and human capital is the formation of skills that facilitate production, social capital is the formation of relationships that facilitate production (Halstead & Deller, 2015).
Social Learning Theory	"Most human behaviour is learned observationally through modeling: from observing others one forms an idea of how new behaviors are performed, and on later occasions this coded information serves as a guide for action." (Bandura, 1977).
Communities of Practice	"Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly." (Lave & Wenger, 1998).
Learning Organisation theory	According to Peter Senge, learning organisations are "…organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together." (1990). Senge's seminal work "The Fifth Discipline" provides detail on developing the organisational learning capabilities required for continuous adaptivity.
Ability of a system to see and sense itself	Otto Scharmer's Theory U is a co-design process that can be used to help a system sense and see itself. This capacity boosts a systems responsiveness (2016).

What enabling conditions should leaders foster?

Co-design, design, innovation and creativity require particular enabling conditions. To build a system's adaptive capacity, leaders should foster these conditions within and between individuals, groups, teams and organisations.

Enabling Condition	References
Optimism from leadership	• "If you're going to really take it seriously, then design thinking is not open ended, but an open process in the sense that you don't know what the result will be. Because you're going on a journey, you're going out in order to find something new. If you don't go on that journey with optimism, and with this mindset of 'it's a challenge not a problem', you will just fail. But this is the big problem, because this optimism doesn't only have to be your own optimism. I mean, it's great if you are optimistic and your team maybe is optimistic. But if your management is not optimistic, then it really sucks". - "Kim" in (Schweitzer, Groeger, & Sobel, 2016)
Open-mindedness	• Design leaders should "demonstrate an open-mind toward their design team members, be reliable in terms of expectations, be generous, enthusiastic and considerate of team members"(Lee & Cassidy, 2007 in Muguira, 2014) • "open-mindedness is a strong predictor of innovation efficacy and efficiency" (Gumussoy & Guzelsoy, 2013 in Muguira, 2014)
Knowledge sharing throughout an organisation / system	• "Leadership focus on creating a learning environment that rewards socialization of ideas breadthwise across organizational boundaries goes a step toward cultural renewal and increased innovation within the organization" (Calantone et al., 2002; Latham, 2013; March, 1991; Soliman, 2011; Ussahawanitchakit, 2011 in Muguira, 2014). • "From a design thinking point of view, broad knowledge exchange generates a positive impact on innovation performance" (Wattanasupachoke, 2012 in Muguira, 2014)
Distributed leadership	• An environment composed of distributed leadership has been shown to increase the chances of success in creative projects (Byrne et al., 2009 in Muguira, 2014).
Adaptive capacity	• For design/co-design to be effective, an organisation must be willing to learn, adapt and act on the learnings. Co-design will only work when it is based on the premise that the provider and the client will learn, iterate and evolve together (Curtis, 2019).
Well	• Creative processes need *some* constraints. Successful

constructed missions	leaders of innovation construct “missions” for their teams that are neither too broad or too narrow. (Byrne et al, 2009).
Space	• design requires “space to test ideas away from prying eyes and negative critical thought”. (Schweitzer, Groeger, & Sobel, 2016, p. 86)

Example of capacity building at scale

Case Study: The development of Māori co-design capacity

Description: Ngā Aho is a network of Māori design professionals. This network promotes and facilitates the development, articulation and application of Māori design skills to enable Māori to envisage, design and achieve desired futures.

Methods: Ngā Aho is a network capacity building project, that is building the co-design capacity amongst Māori people.

Reflection: The Ngā Aho network is an example of what happens when “co-design capacity building” plans are co-designed with the people whose capacity is being built! Planning for “co-design capacity building” has not taken the form of a structured linear process. Rather; learning, questioning and exploring has taken the form of a social process, which is inherently emergent.

Source / more information:

- http://www.ngaaho.maori.nz/page.php?m=187
- http://www.ngaaho.maori.nz/cms/notes-TIKANGA-MAORI-CO-DESIGN-2016-1.pdf
- http://www.communityresearch.org.nz/webinar-co-design-community-development-korero-insights-maori-co-designers/
- http://www.communityresearch.org.nz/wp-content/uploads/2017/09/Rangi-FINAL-Webinar-presentation-20-Oct-17.pdf

Co-design in Western Australia: current strengths

With regards to the development of Western Australia's co-design capacity, there are several key factors that are already present, that will contribute towards long term success.

a) Co-design is a WA State Government priority

Co-design has been endorsed by the WA State Government as an approach that should be utilised to improve community engagement in social service design and delivery.

In 2017, the McGowan Government formally communicated its increased prioritisation for improved community engagement through the publication of the "Service Priority Report". This report included a Blueprint for Reform that comprised 17 recommendations and 37 actions grouped under four directions:

1. "Building a public sector focused on community needs – putting issues of community priority at the forefront of everything the public sector does.
2. Enabling the public sector to do its job better – overhauling internal systems to allow the sector to carry out work more efficiently and in the public interest.
3. Reshaping and strengthening the public sector workforce – embedding better workforce practices to support a more agile and innovative sector.
4. Strengthening leadership across government – applying stewardship and continuous improvement to get the best performance out of agency heads and central agencies".

(Service Priority Review – Final Report, 2017)

The potential of co-design was specifically identified in the Service Priority Review Background Paper on Service Design and Delivery. The anticipated benefits of co-design were outlined as follows:

> "By engaging all parties in the design of services, opportunities for collaboration and integration of services can be explored, with consequent improved cost effectiveness and reduced service duplication.

> Services can more effectively achieve outcomes and have greater impact by addressing challenges and identifying potential unintended consequences in the design stage.
>
> By engaging service users, families and carers in the delivery of services, opportunities for volunteering and peer support can be identified to complement professional services".
>
> (Service Priority Review – Background Paper - Service Design and Delivery, 2017).

The practice of co-design was formally endorsed by the WA State Government through the release of new policy in 2018: *Delivering Community Services in Partnership Policy: A Policy to Achieve Better Outcomes for Western Australians through the Procurement of Community Services.*

(Delivering Community Services in Partnership Policy, 2018)

b) Co-design capacity building has been supported by the WA State Government

From 2015 onward, the WA State Government's Department of Finance has funded a number peak bodies to deliver co-design capacity building projects. As a result, sector knowledge and understanding of co-design has been on the rise throughout non-profit agencies and their stakeholders. The following co-design capacity building projects have been funded through the program:

Project / Organisation	About
Increasing Member Participation: Advocacy and Co-design Training by Western Australian Association for Mental Health Inc (WAAMH) 2015-2016 Funding Cycle	This project aimed to Up-skill the mental health sector workers and empowering them with practical skills and tools for integrating co-creation, co-design and co-production within their own contexts, fosters and supports a new generation of consumer and carer advocates, amplifying their voices. At the conclusion of the project WAAMH identified the need for a toolkit to strengthen WA's commitment in moving towards a model for collaboration. 'The Design Station, A guide to collaborative design processes', helps strengthen the development and delivery of community services. Toolkit:

	https://waamh.org.au/assets/documents/training/waamh-design-station---a-guide-to-collaborative-design---v3.pdf
Building Capacity in Co-Designing Community Services by WACOSS. 2015-16 Funding Cycle	One of the deliverables of this project is: *The WA Council of Social Service (WACOSS) Co-Design Toolkit.* This toolkit was created to help Western Australian agencies utilise co-design in the design of services. The toolkit provides an organisational readiness assessment, plus information on how and where co-design can and should be used, how to win support for a co-design initiative, how to prepare for a co-design project, how to engage stakeholders, how to run workshops, how to evaluate the co-design process and more. Link: http://www.wacoss.org.au/wp-content/uploads/2017/07/co-design-toolkit-combined-2-1.pdf
Co-Design for Thriving Communities Project: Phase 2 by Linkwest 2015-16 Funding Cycle (Phase 1) 2016-17 Funding Cycle (Phase 2)	A capacity building project that up-skilled Neighbourhood and Community Resource Centres (CRCs) in n service model co-design. This project included the publication of a Community Engagement Resource Kit. The project used the the Asset Based Community Development framework to underpin its work, and the Results Based Accountability framework for outcomes measurement. Link:https://www.linkwest.asn.au/about-us/completed-projects/codesign-for-thriving-communities-phase1
Connect with me: Building a sustainable co-design network of people with disability by PWdWA (People with Disabilities WA Inc)	This project supports people with a diversity of disabilities become part of a network that organisations can contact for advice, experience and expertise on a whole range of issues. The project aims to promote employment opportunities for people with disability through the development of a user pays model, a model for WA organisations to comply with National Standards, and a model that is scalable for use in regional areas. There is no current mechanism that facilitates this type of consultation, co-design and co-production.

2016-17 Funding Cycle (Phase 1) 2017-18 Funding Cycle (Phase 2)	The research and design of this model has involved active involvement from people with disability. PWdWA are now co-developing resources with both organisations and people with disability. This includes a Co-design guide which can be viewed here: https://www.pwdwa.org/documents/connect_with_me/co-design-guide/files/co%20design%20guide.pdf
Building the co-design skills of people who have or are experiencing housing precariousness. by Shelter WA 2017-18 Funding Cycle	The project focuses on empowering service users who have experienced homelessness to effectively participate in consultation and co-design in the planning of housing policy and service design.

c) Co-design education is increasing in Western Australia

Opportunities to learn about, and how to co-design, are on the rise in Western Australia.

The topic of co-design is covered briefly in the Graduate Certificate in Social Impact program offered by the Centre for Social Impact through the Business School at the University of Western Australia. Edith Cowan and Murdoch University both teach the use of design for solving complex problems.

A number of workshops have been provided in the past few years in the non-profit sector; particularly by peak bodies funded by the Western Australian Department of Treasury through the capacity building program as described above.

Some co-design workshops that have been run in WA are as follows:

- 2019: WACOSS Co-design and Community Engagement workshop: bringing social sector peak bodies together to advance shared understanding of co-design.
- 2017: Western Australian Association for Mental Health Inc (WAAMH)'s 'Co-Creation, Organisational Readiness for Co-Design' training. for mental health

service providers. This focused on strategies for building organisational readiness and integrating co-design principles and processes into service delivery.

- 2017: Richmond Wellbeing, funded by the WA Primary Health Alliance (WAPHA), delivered co-design workshops for local community members and service providers in order to improve the health and wellbeing of Aboriginal and/or Torres Strait Islander people who are living with co-occurring AOD (alcohol and other drugs) and MH (mental health) conditions.

Lastly, several sessions on co-design have been run by the "Service Design Perth" meetup group was established by Jethro Sercombe, Christopher Kueh and Rus Thom.

ADDITIONAL RESOURCES

- Ingrid Burkett provides an excellent introduction to Co-design from pages 3 to 9 of the resource *Co-design with Service Users*: https://melouteast.areapartnerships.vic.gov.au/file/2446/download?token=OGJTNg1-

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