



Clár Éire Ildánach
Creative Ireland
Programme



An Roinn Caiteachais
Phoiblí agus Athchóirithe
Department of Public
Expenditure and Reform

Design in Government *Impact for all*

Light House Cinema
Friday 28th October





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Welcome



I am delighted to welcome you to Design in Government - Impact for All. Today's conference is a first of its kind in Ireland, and a key step towards the application of design and creativity in our public services.

My department, through the all-of-government Creative Ireland Programme, leads the mission to mainstream creativity into public policy. This year, throughout Public Service Innovation Week, it is clear to see the important role that creativity plays in the evolution of our public services.

As a creative process, the design approach holds huge potential by which we can offer improved public services. It urges us to place people at the centre of our work, to consider the needs of service users, and the needs of those who deliver services. It advocates prototyping ideas before they are launched or scaled, and it emphasises iteration and optimisation.

Today marks the start of a new way of thinking about how we deliver services through the public sector. We will hear from international experts, but also from some of those within our own public services who are already using this approach.

This conference is part of a wider effort. The commitment in the Programme for Government to a *Roadmap for the Digital Creative Industries* will be realised in 2023. The design-based industries will be a key focus of this roadmap. Design practices within which Irish design excels – including graphic, product and service design – are more relevant than ever to public services as we live through a fast-paced, ever changing, and increasingly digitised world.

Today is a beginning. The challenges we face are complex. However, design can create simplicity from complexity. It can help us navigate challenges using tried and tested means ensuring that the people of Ireland are at the very heart of everything we do.

Catherine Martin, TD

**Minister for Tourism, Culture, Arts,
Gaeltacht, Sports and Media**

Design Principles for Government in Ireland



#GovDesignIrl

#NatInnovWeekIRL

Today's conference marks the publication of "Designing our Public Services," the first prototype set of Design Principles for Government in Ireland. These provide guidance towards the application of the design approach to provide public services which are accessible, effective, and which represent value for money.

The principles you will be provided with today will, in the true spirit of a design process, be revisited and iterated in the future as together we learn how best to apply this powerful approach in Ireland. During the afternoon we have provided ample time for discussion of these principles, and for questions and answers sessions with the working group who have helped to create this first prototype.

You are encouraged to read "Designing Our Public Services" during the morning session, while our first speakers and panellists will share their own experiences. We'll cover a definition of the design approach, and some of the impact the approach might have. During the afternoon, your input and feedback will be welcome as we focus on these design principles and their application in our public services.

Conference Agenda

9:30am – 9:40am

WELCOME

Host – **Tania Banotti** Director, Creative Ireland

9:40am – 9:55am

OPENING REMARKS

Minister Catherine Martin, TD

Minister for Tourism, Culture, Arts, Gaeltacht, Sports and Media

9:55am – 10:25am

KEYNOTE SESSION 1: What is Design in Government?

Lou Downe, Former Director of Design, UK Government

Author of the bestselling book *Good Services* and former Design Director of the UK Government, Lou Downe founded the discipline of service design in the UK government. Lou will introduce us to Design in Government and speaking from experience will share the path forward for effective design of public services. Followed by Q&A.

10:25am – 10:50am

PANEL SESSION 1: Introducing Design in Irish Public Services

MODERATOR:

Neil Ward Head of Transparency (Assistant Secretary), Department of Justice

PANELLISTS:

Emer Darcy Family Law Reform, The Courts Service of Ireland

Tim Willoughby Head of Digital Services & Innovation, An Garda Síochána

Jared Gormly HSE Spark Innovation

We'll be joined by a panel of public servants who have been applying aspects of the design approach in their work, and hear what it takes to get started, to win hearts and minds, and to deliver outcomes. Followed by Q&A.

10:50am – 11:20am

KEYNOTE SESSION 2:

Impact of Design in Public Services – More than a "Nice to Have"

Mari Nakano, International Design Strategist

Drawing from her extensive experience as former Design Director at the NYC Mayor's Office for Economic Opportunity, Mari will present examples highlighting the huge impact potential of design in public services. Her experience shows that the positive outcomes can reach beyond customer experiences, and right through to the ways public servants work and collaborate with one another. Followed by Q&A.

11:20am – 12:00pm

PANEL SESSION 2: We're Already Seeing Impact In Ireland

MODERATOR:

John Lynch Service Design Network

PANELLISTS:

Shane Waring Coordinator, Dublin City Council BETA

Siobhan Manning Service, Innovation & Design, Mater Hospital

Malcolm Beattie Head of Innovation Lab, Northern Ireland Department of Finance

We'll hear case studies from the Courts Service, Mater Hospital, and the Northern Ireland Department of Finance – tangible examples of how a design approach is already delivering impact in public services on the island of Ireland. Followed by Q&A.

12:00pm – 1:00pm LUNCH

1:00pm – 1:02pm VIDEO MESSAGE
Minister Michael McGrath, TD
Minister for Public Expenditure and Reform

**1:02pm – 1:30pm KEYNOTE SESSION 3: Design at Scale In Public Services:
Design Principles for Government in Ireland**
Trevor Vaughn, Chair, Service Design in Government Working Group

Chair of the Service Design in Government Working Group, Trevor Vaughn has overseen the development of Design Principles for Government in Ireland. Trevor will introduce the principles, explain the process behind their development, and outline their purpose as we begin applying design across our public services. Followed by Q&A.

1:30pm – 2:00pm PANEL SESSION 3: Making Design Real in the Irish Public Sector

MODERATOR: **Marianne Cassidy** Assistant Secretary
Department of Public Expenditure and Reform

PANELLISTS: **Julianne Coughlan** Service Design Manager, Cork County Council
Tony Shannon Head of Digital Services, Office of Government Chief Information Officer at Department of Public Expenditure and Reform
Lorna Ross Chief Innovation Officer, VHI / Adjunct Faculty,
Royal College of Surgeons in Ireland / Mentor, Unreasonable
Sarah Kennelly Service Design Manager, Deloitte Digital
(formerly Department of Justice)

We'll be joined by guests from the Service Design in Government Working Group, whose diverse backgrounds informed the development of Design Principles for Government in Ireland. In this panel discussion we'll hear how the principles might apply across different aspects of our public service, as well as discussion of the longer term vision for an Ireland where design informs everything government does. Followed by Q&A.

2:00pm – 2:20pm CALL TO ACTION
Minister Ossian Smyth, TD
Minister of State at the Department of Public Expenditure and Reform

2:20pm – 2:30pm CLOSING REMARKS
From the host

NETWORKING

Speaker Profiles



Tania Banotti
Director, Creative Ireland

Tania Banotti is the Director of the *Creative Ireland Programme*, an all-of-government programme established in 2017

with the ambition of putting creativity at the centre of public policy. The programme's work covers: Creative Youth, Creative Communities, Creative Industries, Creative Health and Wellbeing and Creative Climate Action and Sustainability. *A Roadmap for the Digital Creative Industries* — a commitment of the current Programme for Government — is being progressed by the Creative Ireland Programme in partnership with the Department of Enterprise, Trade and Employment.

Before becoming a public servant she had a long career leading different creative organisations including Screen Producers Ireland and the Institute of Advertising Practitioners in Ireland. www.creativeireland.gov.ie



Catherine Martin, TD
Minister for Tourism, Arts, Gaeltacht, Sports and Media

Originally from Carrickmacross, Co. Monaghan, Catherine Martin has been a TD in the

constituency of Dublin Rathdown since February 2016 and has served as Deputy Leader of the Green Party since 2011. In November 2017, she founded the Oireachtas Women's Parliamentary Caucus and was elected as its inaugural Chair for the 32nd Dáil term. In June 2020, Ms Martin was appointed as Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media upon the formation of Government.

Ms Martin is a graduate from NUI Maynooth and a classical singer, and taught English and Music in St Tiernan's Community School in Dundrum, Dublin, for 16 years prior to being elected to the Dáil. She was a Councillor on Dún Laoghaire-Rathdown County Council from 2014 to 2016, and served on the boards of the Dublin and Dún Laoghaire Education Training Board, Dundrum and Stillorgan Colleges of Further Education and St. Tiernan's Community School. Ms Martin is a mother-of-three and married to Green Party TD Francis Noel Duffy.



Lou Downe
Former Design Director
UK Government

Lou Downe is author of *Good Services*, the bestselling book on how to design services that

work and the founding director of the School of Good Services, an organisation that helps people to build the skills they need to design and scale great services.

They are the former Director of Design for the UK Government where they founded the discipline of service design, growing a 2000 strong team of designers into one of the largest, and most influential design teams in the UK — winning a Designs of the Year award and a D&AD lifetime achievement award.



Neil Ward
Head of Transparency
(Assistant Secretary)
Department of Justice

Neil Ward is Assistant Secretary at the Department of Justice.

As Head of Transparency, he is responsible for parliamentary, stakeholder and public accountability and engagement, and internal and external communications. In previous roles in the Department, he led the creation of the first service design team in a Government Department, and drafted the first service improvement plan for immigration services in Ireland.

Prior to joining the civil service, he served as special advisor to two Ministers for Education and Skills, and as Chief of Staff of the Labour Party. A graduate of DCU, Neil was awarded an Eisenhower Fellowship in 2019.



Emer Darcy
Family Law Reform
Courts Service

Emer has been a civil servant since 1999. She has worked in the Courts Service since 2004

across a variety of roles in a mix of operational and support areas including court offices, Human Resources and leading the response to Covid-19. Emer is currently working in her dream job, leading the family law reform workstream of the Courts Service Modernisation Programme. Focusing on supporting best outcomes for the people, families and children dealing with family law matters, Emer will share her experiences implementing a person centred, design approach to reforming services in collaboration with court users. Emer has a MSc in Leadership and Innovation in the Public Sector.



Tim Willoughby
Head of Digital Services &
Innovation, An Garda Síochána

Tim is head of Digital Services and Innovation in An Garda Síochána and is responsible

for Innovation and new and future directions in technology. Tim was formerly CTO of the LGMA, with over 20 years in a number of Senior Management and Technical / Engineering Roles in the Local Government Sector. He has been working in the Public service for over 30 years. Tim has a Civil Engineering Degree from TCD and a Master's in Innovation from the University of Ulster.



Jared Gormly
HSE Spark Innovation

Jared has led the HSE's Spark Innovation Programme since establishing it in 2017, with a mission to cultivate, support,

and promote frontline innovation amongst healthcare professionals – doctors, nurses, midwives and health and social care professionals. Jared is passionate about creating the conditions for initiative to flourish and new ideas to flow for the betterment of patient experience and outcomes, and the best possible use of human and other resources. Jared is an advocate for human-centred design and co-design of healthcare services with patients and users.



Mari Nakano
International Design Strategist

Mari Nakano (she/her) is an international design strategist who focuses on shaping how design functions and adds

value in multi-disciplinary government and non-governmental spaces. Former Design Director at the NYC Mayor's Office for Economic Opportunity (NYCO), her role was to build strategies to help scale design thinking and strengthen community engagement and participatory research practices across the City. She led NYCO's Service Design Studio Team, which aims to build up the capacity of government colleagues who are focused on tackling issues around poverty and inequity to understand and apply service design methodologies to improve services, programs, and processes through evidence-based, user-centered, creative approaches. Prior to this, she served as Design Lead for UNICEF's Office of Innovation and focused on building a team of designers to support data scientists, engineers, and country program officers to build innovative solutions for children and families around the globe. Mari serves as adjunct faculty and thesis advisor for the Design for Social Innovation Master's Program at the School of Visual Arts, and is a Board Advisor for the Graduate Minor in Civic Service Design at Parsons School of Design at the New School. Mari holds an MFA in Media Design Practices from ArtCenter College of Design, a BA in Asian American Studies, and a minor in Political Science from the University of California, LA.



John Lynch
Service Design Network

John is founder and director of Context Studio, a service design practice based in Dublin. He is also co-chair of Service Design

Network, Ireland Chapter and Board Director of the Institute of Designers in Ireland. John started his career in software development, as part of various design practices. He went on to study on the Interaction Design Programme at Copenhagen Institute for Interaction Design (CIID) in 2011 and has since focussed on the application of service design and user centred design, particularly as it relates to public services. John is a member of the Service Design in Government Working Group at the Department of Public Expenditure and Reform, and the Steering Committee for "Design in Government, Impact for All" conference.

Tw: @johnlync



Shane Waring
Coordinator
Dublin City Council BETA

Shane Waring initiated, and is the coordinator of, Dublin City Council BETA – a Dublin City

Council live mechanism for imagining, trialling and implementing ways to improve the liveability of our Capital.

An urban impact entrepreneur, in addition to his years of experience within Dublin City Council, he also co-founded Ireland's first carsharing service *GoCar*, practiced as an architect in ecological architecture practice *Solearth*, and was seconded onto *Designing Dublin* – a transdisciplinary project team which used design thinking to explore ways to improve Dublin.



Siobhan Manning
Mater Hospital

Originally a Speech & Language Therapist, Siobhan has been working in the area of innovation in healthcare since 2011. In

2013 she joined Mater Transformation. The first of its kind in the country, Mater Transformation is a dedicated unit embedded within the hospital that works closely with frontline staff, empowering them to collectively analyse and make sense of problems, co-designing and delivering lasting, high-impact solutions.

Mater Transformation's work is underpinned by principles of collective leadership with a strong focus on Lean methodology. In 2016, Siobhan piloted a collaboration with the National College of Art and Design (NCAD) to explore what value design might add to Mater Transformation's work. The pilot was an instant success and the collaboration with NCAD has grown exponentially since. Together they have connected more than 200 design students with healthcare staff and Siobhan now leads a dedicated team within Mater Transformation that continues to scale this work, embedding design in the hospital's transformation programme.



Malcolm Beattie
Head of Innovation Lab
Department of Finance
Northern Ireland

Malcolm has worked throughout his career in the Civil Service

and now heads up the NI Public Sector Innovation Lab. He was instrumental in its launch in 2014. The aim of the iLab is to be a centre of innovation excellence, where service users are at the heart of what it does and where new and disruptive methodologies are deployed to support public sector leaders improve outcomes, and thereby the lives of citizens. The unique iLab operating model is a combination of Research and Insight, System Dynamics Modelling, User-Centred Design and Behavioural Science, which is applied to find solutions to complex problems.

Malcolm is currently engaged in raising awareness of design thinking and in building the number of practitioners across the service. Malcolm welcomes opportunities to showcase the work of the iLab, and to spread understanding of the central role design thinking ought to have in developing and delivering effective public policies and services.



Trevor Vaughn
Chair, Service Design in
Government Working Group

Trevor Vaughn is an assistant professor of strategic design at Maynooth University and the

founder and director of the Maynooth University Innovation Lab (Mi:Lab). Prior to entering academia, Trevor developed a number of disruptive healthcare innovations, accumulating a portfolio of over 50 patents and winning numerous innovation awards, including a place in the prestigious Cleveland clinic's top 10 innovations of 2009. In 2021, his co-authored book, *ARRIVE: A Design Innovation Framework to Deliver Breakthrough Services, Products and Experiences*, was published by Routledge. Trevor regularly works with and advises public and private organisations on the critical role Design now plays as an agent of discovery and a mediator between humanity and technology. Trevor currently sits on Ireland's public service innovation advisory board and is co-chair of the 'design in Government' expert working group.



Marianne Cassidy
Assistant Secretary
Department of Public
Expenditure and Reform

Marianne Cassidy is the Assistant Secretary General of

the Public Service Transformation Division in the Department of Public Expenditure and Reform. Marianne is responsible for leading and supporting Public Service Transformation including driving the implementation of the 10-year Strategy CSR 2030 and shaping the successor to OPS2020. She is also responsible for the Department's Communications Unit and the Central Vote, the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media Vote and the DPER Corporate Bodies Unit. Prior to joining DPER, Marianne was the Head of Civil Reform for the Modernisation Programme of the Courts Service. Prior to this, Marianne was Eastern Regional Manager with responsibility for the operational, legal and financial governance of seven County Circuit and District combined Court offices. Marianne has also previously held strategic and leadership positions in a range of public sector organisations including the Ombudsman for Children's Office and the National Transport Authority. Marianne holds a Master's in Public Administration from Science Po Paris, a Master's in Social Policy from UCD and a Professional Certificate in Governance from the IPA.



Julianne Coughlan
Service Design Manager
Cork County Council

Julianne has been working in Cork County Council for the last 19 years. She leads the

established Service rePublic unit in Corporate Services at Cork County Council where people-centred design and digital transformation are coming together to change how services are designed with and delivered to citizens, and to improve service delivery outcomes for everyone. She holds an MSc in Landscape Ecology from University College Cork, a Diploma in the Management of Modern Public Service Delivery from University College Dublin and a Certificate in Designing Innovative Services from Cork Institute of Technology. Over the last 10 years she has worked in the area of business process improvement and service design for Cork County Council and has delivered a number of key digital transformation projects including the implementation of digital transformation through the Council's customer experience platform www.yourcouncil.ie and development of a design thinking model for the delivery of the Council's Corporate Strategy.



Tony Shannon
Head of Digital Services
Office of Government
Chief Information Officer
at Department of Public
Expenditure and Reform

Tony qualified in Medicine from University College Dublin. He trained and worked in Emergency Medicine and Informatics between Ireland, the UK and the US over 20 years. He has been involved in a range of change / digital programmes and projects at local, regional, national, and international levels over the last 20 years, initially in healthcare, then local government, now government and public sector. Tony has been Head of Digital Services, Office of Government Chief Information Officer, Department of Public Expenditure & Reform since September 2020 and his interests are in change, complex systems, societal and economic wellbeing, leadership, service design and improvement, and information technology.



Lorna Ross
Chief Innovation Officer, VHI /
Adjunct Faculty, Royal College
of Surgeons in Ireland / Mentor,
Unreasonable

Lorna Ross is an internationally recognised leader in the area of design-led innovation. Her career spans 30 years of professional experience leading strategic design activity across a range of industry sectors from healthcare to government services. Her work at The Mayo Clinic established the first and largest activity of design in an academic medical institution and became recognised internationally as the benchmark in patient centric healthcare Transformation.

Nationally, Lorna sits on the Department of Enterprise Trade and Employment's Expert Group on Future Skills Needs and Service Design in Government working group at the Department of Public Expenditure and Reform; Design Our Public Services. She acted as design advisor to the Department of Education, Research, Innovation & Science during the Creating Our Future citizen engagement in research strategy campaign. In 2018, while at Accenture's Global Innovation Center, The Dock, she founded the Human Insights Lab, in partnership with Trinity College School of Humanities, exploring the ethical and philosophical implications of disruptive emerging technologies. As part of her role on the RTE/ Science Foundation Ireland documentary, Big Life Fix, Lorna became a nationally recognized spokesperson for Irish Design in innovation and an advocate for design acting at a human scale on social issues.



Sarah Kennelly
Service Design Manager
Deloitte Digital (formerly
Department of Justice)

Sarah Kennelly is a service design manager with Deloitte Digital. She has previously worked across the public sector, most recently in the Department of Justice where she established and grew the Department's first dedicated service design team. She is passionate about human-centred design driven innovation and improving customer experiences. Sarah is a chapter leader for the Service Design Network in Ireland.



Ossian Smyth, TD
Minister of State at the
Department of Public
Expenditure and Reform
Minister of State for the
Department of Public

Expenditure and Reform, Public Procurement, eGovernment with special responsibility for Communications and Circular Economy.

Minister Smyth was appointed to this role in July 2020. He has been a TD for the Dún Laoghaire constituency since the 2020 general election. In 2014, he was elected as a Green Party Councillor to Dún Laoghaire-Rathdown County Council and served as Cathaoirleach of the Council between 2018 and 2019.

Minister Smyth holds a Bachelor of Arts in Computer Science from Trinity College Dublin. He has worked as an IT/business consultant with substantial experience in telecoms, healthcare, utilities, ISP, software and insurance/banking industries, and has worked as a technical Project Manager in Saint Vincent's Hospital.

Thank you to our Partners



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